

# Halton Police Board Meeting

James Harding Community Room, Halton Regional Police Headquarters

2485 North Service Road West

Oakville, ON, L6M 3H8

# Halton Police Board Meeting

## Halton Police Board Meeting

### 1. General

1.1 Indigenous Land Acknowledgement

1.2 Regrets

1.3 Disclosure of Conflicts of Interest

1.4 Confirmation of Minutes of Meeting 09-25 held Thursday,  
September 25, 2025

Public Minutes - September 25, 2025.docx

### 2. Presentations/Delegations

2.1 Presentation - Intimate Partner Violence - Offender  
Management Video

2.2 - Presentation - 2026 Halton Regional Police Service Budget

2026 Budget - Board Approval - 30Oct25 v3.pdf

### 3. Information Reports

3.1 - P25-10-I-01 - Quarterly Human Resources Summary

P25-10-I-01.pdf

3.2 - P25-10-I-02 - Use of Force Report

P25-10-I-02.pdf

P25-10-I-02 attachment.pdf

3.3 - P25-10-I-03 - Seized Fund Statement - August 31, 2025

P25-10-I-03.pdf

3.4 - P25-10-I-04 - CSPA Alignment Update

P25-10-I-04.pdf

3.5 - PBM-10-I-01 - Crime Stoppers Quarterly Update

Distributed prior to meeting.

### 4. Recommendation Reports

4.1 - P25-10-R-07 - 2026 Funding Request & 10-Year Capital  
Forecast

P25-10-R-07.pdf

4.2 - P25-10-R-06 - Electronic Storage Detection Canine

P25-10-R-06.pdf

4.3 - P25-10-R-05 - Mental Health Crisis Response Training -  
Capital Project

P25-10-R-05.pdf

4.4 - CGO-10-R-01 - A-02 Administration of Human Resources -  
Police Amendments

Public Report - A02 Admin of HR - 30oct25.doc

A02 - Administration of Human Resources - draft 30oct25.doc

4.5 - PBM-10-R-02 - Contract - Employee Engagement Survey

Report -PBM-10-01 - Employee Engagement Survey.doc

4.6 -PBM-10-R-03 - Halton Regional Council Resolution re:  
Supporting the Use of Automated Technology to Address Traffic  
Safety Concerns

Report -PBM-10-02 - Automated Speed Enforcement.doc

5. Operational Verbal Updates

6. Action Registry

6.1 Public Information Action Registry

HPB - Action Registry - Public Section

7. Receipt of Public Correspondence

October - Correspondence List.doc

8. New Business

9. Move Into Closed Session

10. Closed Session Report

11. Adjournment



# Public Minutes

**MEETING NO.** P25-09

**DATE OF MEETING:** Thursday, September 25, 2025  
9:14 a.m.

**LOCATION:** James Harding Community Room, HRPS Headquarters

**MEMBERS PRESENT (in person):** Jeff Knoll (Chair)  
Nadeem Akbar, Councillor Sameera Ali, Councillor,  
Navdeep Dhaliwal, Ingrid Hann, Jane McKenna

**STAFF PRESENT:** Chief Stephen Tanner (via Zoom)  
Deputy Chief Roger Wilkie  
Deputy Chief Jeff Hill  
Deputy Chief Kevin Maher  
Ken Kelertas, Director, Legal Services and Legal Counsel  
Bill Payne, Director of Information Technology  
Greg Kinner, Manager of Finance  
Kari Buzzelli, Chief Financial Officer  
Louise More, Executive Director of Human Resources  
Fred Kaustinen, Chief Governance Officer  
Chris Lallouet, Yellow Robot Communications  
Jessica Warren, Manager of Board Operations/ Board Secretary

## 1. GENERAL

### 1.1 Regrets

Lisa Kearns.





## **1.2 Disclosure of Conflicts of Interest**

Chair Knoll declared a conflict regarding item C25-09-R-11, as it includes his son's police constable appointment.

Navdeep Dhaliwal declared a conflict regarding item PBM-09-R-02, clause 1.g. as he volunteers with the organization.

## **1.3 Confirmation of Minutes of Meeting P25-08 held Thursday, August 28, 2025**

Moved by: N. Akbar

Seconded by: J. McKenna

*"THAT the Minutes of Meeting P25-08 held Thursday, August 28, 2025, be adopted as circulated."*

Carried.

## **2. PRESENTATIONS/DELEGATIONS**

### **2.1 Inspector Gates (Barrie Police Service) - 30Forward Initiative**

Moved by: I. Hann

Seconded by: S. Ali

*"THAT the presentations be received."*

Carried.

## **3. INFORMATION REPORTS**

### **3.1 P25-09-I-01 - CSWB Dashboard Report**

### **3.2 P25-09-I-02 - New 1 District Facility - Quarterly Project Update**

Moved by: S. Ali

Seconded by: N. Dhaliwal

*"THAT Items 3.1 and 3.2 on the Information Reports agenda be received for information."*

Carried.



#### **4. RECOMMENDATION REPORTS**

##### **4.1 P25-09-R-03 - Mid-Year Performance Report**

Moved by: I. Hann

Seconded by: N. Dhaliwal

*"THAT the Halton Police Board receives Report #P25-09-R-3 for information and discussion."*

Carried.

##### **4.2 P25-09-R-05 - Bronte Harbour Lease**

Moved by: S. Ali

Seconded by: I. Hann

*"THAT the Halton Police Board approve the execution of a lease of property located at 2340 Ontario Street, Oakville, from the Town of Oakville, at an annual lease cost of approximately \$20,288 (plus taxes and additional rent), that will serve as the Marine Unit base office and the Bronte Village Community Office; and further,*

*That the Board Chair be authorized to execute an extension to the Lease effective November 1, 2025 to October 31, 2026 in a form acceptable to the Service and the Director of Legal Services."*

Carried.

##### **4.3 P25-09-R-04 - Kozy Kids Donation from the Domsy Foundation**

Moved by: S. Ali

Seconded by: N. Dhaliwal

*"THAT the Halton Police Board approves the donation of \$10,000 from The Domsy Foundation, in support of the Kozy Kids winter clothing initiative."*

Carried.



#### **4.4 PBM-09-R-01 - Proposed 2026 HPB Governance Budget**

Moved by: I. Hann

Seconded by: S. Ali

*"THAT the Board approve the draft proposed 2026 Governance Budget of \$741,845, as amended to move strategic planning expenses to 2027."*

Carried.

#### **4.5 PBM-09-R-02 - Community Fund Disbursements – September 2025**

*Having declared a conflict, Navdeep Dhaliwal did not vote on clause 1.g.*

Moved by: N. Dhaliwal

Seconded by: I. Hann

1. *"THAT the Board approve the recommendations of the September 3, 2025 meeting of the Community Fund Committee; as follows:*
  - a. *THAT the application from the Burlington Sound of Music Festival be denied;*
  - b. *THAT the application from ProAction Cops & Kids be denied;*
  - c. *THAT the application from Knox Presbyterian Church Sixteen be denied;*
  - d. *THAT the application from Our Kids Network be approved in the amount of \$10,000;*
  - e. *THAT the application from Shaarei Beth El Congregation of Halton be denied;*
  - f. *THAT the application from Halton Equity Diversity Roundtable be approved in the amount of \$5,000;*
2. *THAT the Board approve the amended A-04 - Community Fund Committee Policy.*
3. *THAT the Board, HRPS and the Region consider options for alternative payment arrangements for public events in Halton requiring pay duty officers.*

Carried.



Moved by: S. Ali  
Seconded by: N. Akbar

*g. THAT the application from Gurdwara Singh Sabha Milton be approved in the amount of \$10,000.*

Carried.

#### **4.6 CGO-09-R-01 - PoP-06 - External Policing Assistance Policy**

Moved by: S. Ali  
Seconded by: N. Akbar

*"THAT proposed policy PoP-06 - External Policing Assistance be approved."*

Carried.

#### **4.7 PBM-09-R-03 - Policy A-05 - Board Member Expenses**

Moved by: I. Hann  
Seconded by: J. McKenna

*"THAT the Policy A-05 – Board Member Expenses be approved, as amended."*

Carried.

#### **4.8 PBM-09-R-04 - Procedure By-law Updates**

Moved by: S. Ali  
Seconded by: N. Akbar

*"THAT the updated Procedure By-law be approved."*

Carried.



## **5. OPERATIONAL VERBAL UPDATES**

Operational verbal updates were provided regarding the following:

- Designs for the new Milton Courthouse are underway.
- Ride to Remember cyclists stopped in Halton on Wednesday September 24<sup>th</sup>, they will continue their journey to Ottawa, expected to arrive on Sunday September 28<sup>th</sup>.

## **6. ACTION REGISTRY**

### **6.1 Public Information Action Registry**

Moved by: J. McKenna

Seconded by: N. Akbar

*"THAT the updated Public Information Action Registry be received and updated."*

Carried.

## **7. RECEIPT OF PUBLIC CORRESPONDENCE - NONE**

## **8. NEW BUSINESS**

Crime Stoppers fundraising Shred event is on Saturday September 27<sup>th</sup> at Police Headquarters.

The Chair encouraged all Board members to attend an OPC graduation.

Moved by: J. McKenna

Seconded by: N. Akbar

*"THAT the Chief and CGO each report on HRPS and Board progress on new CSPA requirements and implementation, respectively, at the November meeting."*

Carried.



**9. MOVE INTO CLOSED SESSION**

Moved by: N. Dhaliwal

Seconded by: J. McKenna

*"THAT the Board do now convene into closed session."*

Carried.

**10. CLOSED SESSION REPORT**

The Chair reported that during the closed session, the Board considered matters pertaining to identifiable individuals and information that section 8 of the *Municipal Freedom of Information and Protection of Privacy Act* would authorize a refusal to disclose if it were contained in a record.

**11. ADJOURNMENT**

Moved by: I. Hann

Seconded by: J. McKenna

*"THAT the Halton Police Board do now adjourn this meeting."*

Carried.

The meeting adjourned at 2:30 p.m.

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Jeff Knoll  
Chair

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Jessica Warren  
Board Secretary



# 2026 Budget

Presented to Halton Police Board  
October 30, 2025



# AGENDA

- Current Policing Environment
- Strategic Plan and Budget Priorities
- 2026 Budget Pressures and Trends
- Budget Process
- Budget Options
- Capital Budget
- Budget Risks
- 2027-2030 Budget Forecast Assumptions
- Budget Recommendation



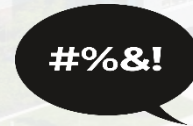


# CURRENT POLICING ENVIRONMENT

Crime and other occurrences that have been increasing in Halton Region as well as most other communities in Canada include:



Firearm Offences



Hate-Related Occurrences



Cyber Crime



Auto Theft



Intimate Partner Violence



Mental Health Calls



# ACHIEVEMENTS

| Measure                                  | 2021 Ranking    | 2022 Ranking    | 2023 Ranking    | 2024 Ranking    |
|------------------------------------------|-----------------|-----------------|-----------------|-----------------|
| Overall Crime Rate (per 100,000 pop'n)   | 1 <sup>st</sup> | 1 <sup>st</sup> | 1 <sup>st</sup> | 1 <sup>st</sup> |
| Overall Crime Severity Index             | 1 <sup>st</sup> | 1 <sup>st</sup> | 1 <sup>st</sup> | 1 <sup>st</sup> |
| Violent Crime Severity Index             | 1 <sup>st</sup> | 1 <sup>st</sup> | 1 <sup>st</sup> | 1 <sup>st</sup> |
| Non-Violent Crime Severity Index         | 1 <sup>st</sup> | 1 <sup>st</sup> | 1 <sup>st</sup> | 1 <sup>st</sup> |
| Overall Weighted Clearance Rate          | 1 <sup>st</sup> | 3 <sup>rd</sup> | 2 <sup>nd</sup> | 4 <sup>th</sup> |
| Staff per Population (per 100,000 pop'n) | 1 <sup>st</sup> | 1 <sup>st</sup> | 1 <sup>st</sup> | *Not available  |
| Cost per Capita                          | 1 <sup>st</sup> | 1 <sup>st</sup> | 1 <sup>st</sup> | *Not available  |

\*Data is no longer collected by Statistics Canada





# STRATEGIC PLAN PRIORITIES

1. Achievement of the highest weighted clearance rate among comparator police services;
2. Achievement of 80% or better community satisfaction with the HRPS;
3. Improved HRPS member wellness, job satisfaction, and engagement;
4. Reduced per capita property crime rate, including, through partnerships and collaboration, a 50% reduction in auto theft; and
5. Increased enforcement and intervention in the following community-responsive policing priorities: Intimate Partner Violence, Hate Crime, Human Trafficking, Child Exploitation, Guns & Gangs/Firearms, and Road Safety.





# BUDGET PRESSURES AND TRENDS

- Increased demand for services driven by population growth and public expectations
- Complexity of crimes and increased community concerns
- Ongoing impacts of Collective Bargaining Agreement settlements and Job Evaluation process
- Utilization of overtime and part-time wages to meet minimum requirements
- Expanding technology requirements and increasing software support costs
- Increasing costs for compliance with the Community Safety and Policing Act
- Fiscal limitations with limited reserve funds and budget target
- Initial survey indicates other Service increases range up to 12.83%





# BUDGET PRIORITIES

- Maintain service levels
  - Compensation increases driven by contract adjustments and job evaluation
- Technology to meet the needs of an evolving and innovative service
- Enhance our public safety impact
  - Expand positions to maximize our outcomes and service delivery
  - Operationalizing new 1 District
  - Continued investment in training
- Compliance with CSPA
  - Training requirements – impacts on overtime and meet strength
  - Body Armour and Carriers – capital
  - Mental Health Crisis Training - capital





# BUDGET PROCESS

## Budget activities to date:

- Review of Staffing Expand requests
  - Initial request included 51 sworn and 30 civilian roles – the 81 has been reduced to 24
  - Ongoing review of approved position vacancies
- Review of Capital Projects and impacts on financing plan
  - Initial submission at \$20.5M, with a target envelope of \$10.8M
  - Capital levy proposed in forecast years to fund capital needs
- Minor Capital request review
  - Initial submission at \$3.4M, with a target envelope of \$0.75M
- Reconciliation of 2026 Forecast at 8.22% and the operating submission
- Development of budget options for Board consideration



# BUDGET OPTIONS – OPTION 1

| \$Millions                     | Option 1<br>Region Budget Directions 4.3% |
|--------------------------------|-------------------------------------------|
| 2025 Budget                    | \$233.0                                   |
| 2026 Budget elements           |                                           |
| Base budget requirements       | 17.2                                      |
| Staffing expand (reduction)    | (7.1)                                     |
| Public Order Unit              | -                                         |
| 2026 Budget - \$               | \$243.1                                   |
| 2026 Budget - % change vs 2025 | 4.3%                                      |
| Staffing                       | -45 to 65 / 0                             |

- To meet the Region Budget Direction of 4.3%, a reduction in current staffing of 45-65 frontline positions (or \$7.1 million) would be required





# BUDGET OPTIONS – OPTION 2

| \$Millions                     | Option 2<br>Budget Target 8.22% |
|--------------------------------|---------------------------------|
| 2025 Budget                    | \$233.0                         |
| 2026 Budget elements           |                                 |
| Base budget requirements       | 17.2                            |
| Staffing expand (reduction)    | 2.0                             |
| Public Safety Unit             | -                               |
| 2026 Budget - \$               | \$252.2                         |
| 2026 Budget - % change vs 2025 | 8.22%                           |
| Staffing                       | 20 / 4                          |

- 2026 Base budget requirements include increases related to compensation and benefits, IT software maintenance and expenses such as facilities and fleet costs, to maintain current service levels
- In addition to base budget increases, Option 2 at 8.22% includes 20 sworn and 4 civilian expand positions
- Operating funding to deliver on an \$11.8M capital budget for 2026 is included



# STAFFING EXPAND

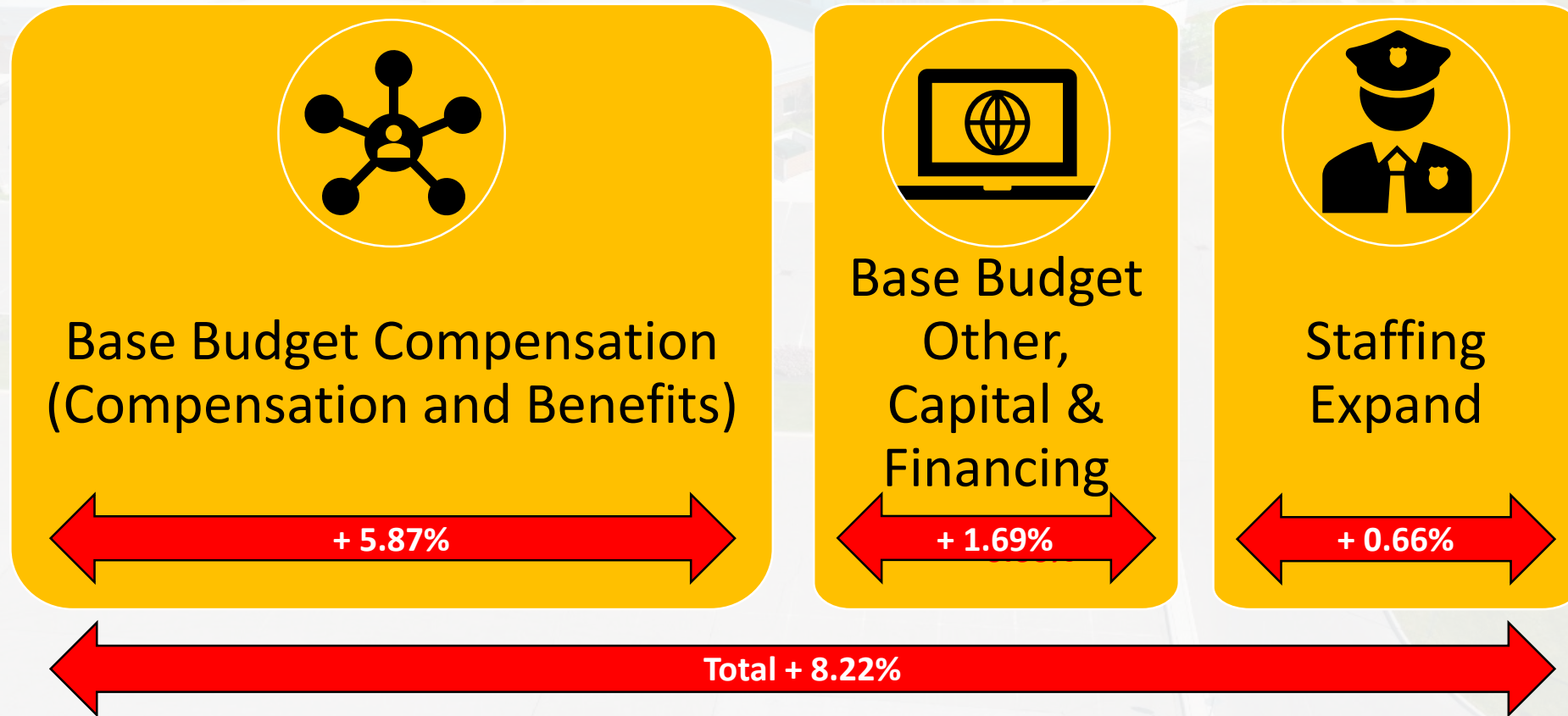
| Staffing Expand                            | Sworn | Civilian |
|--------------------------------------------|-------|----------|
| Frontline Patrol Constable                 | 20    |          |
| Civilian Communications Manager            |       | 1        |
| Communicator                               |       | 1        |
| Senior Corporate Communications Specialist |       | 1        |
| Finance Supervisor – Planning & Analysis   |       | 1        |
| Total                                      | 20    | 4        |





# OPERATING BUDGET INCREASE – MAIN DRIVERS

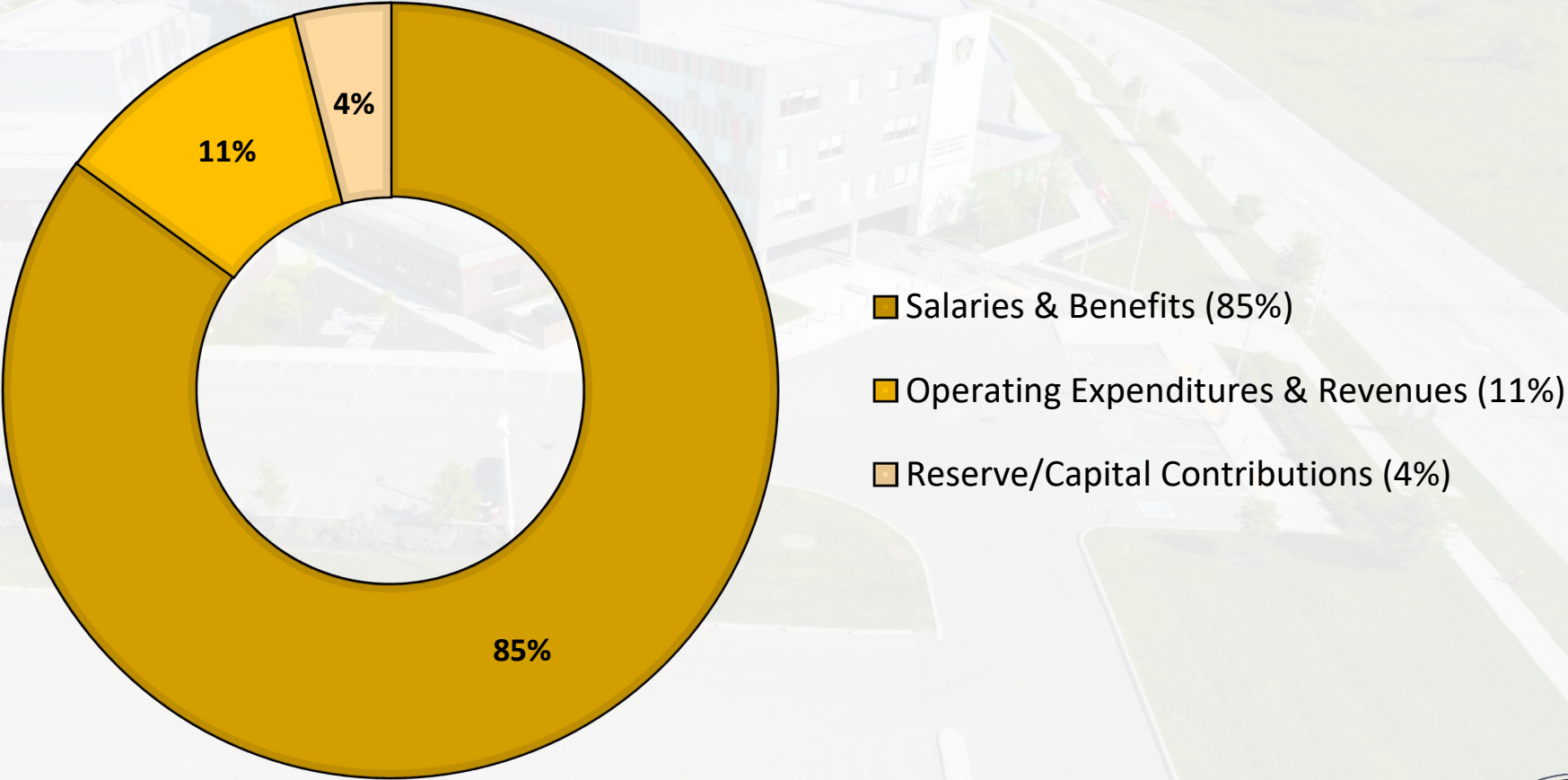
- The base budget increase is being driven by increases in compensation and benefits and other increases, such as IT software maintenance, facilities and fleet operating costs





# OPERATING BUDGET BREAKDOWN

COLUMN1



# BUDGET OPTIONS – OPTION 3

| \$Millions                     | Option 3<br>Public Safety Unit (PSU) 8.48% |
|--------------------------------|--------------------------------------------|
| 2025 Budget                    | \$233.0                                    |
| 2026 Budget elements           |                                            |
| Base budget requirements       | 17.2                                       |
| Staffing expand (reduction)    | 2.0                                        |
| Public Safety Unit             | 0.6                                        |
| 2026 Budget - \$               | \$252.8                                    |
| 2026 Budget - % change vs 2025 | 8.48%                                      |
| Staffing                       | 20 / 4                                     |

- In addition to the 20 sworn and 4 civilian expand positions, a Public Safety Unit (PSU) at an additional cost of \$0.6M could be included, for a total increase of 8.48%
- Due to a marked increase in public protests over the past 5+ years we have identified the need to establish our own PSU
- Modern public order is focused on risk mitigation through pre-planning, community outreach, de-escalation strategies
- Building capacity in this area increases public safety through enhanced operational planning





# PUBLIC SAFETY UNIT





# BUDGET OPTIONS – OPTION 4

| \$Millions                     | Option 4<br>Frontline Expand as Forecasted 8.69% |
|--------------------------------|--------------------------------------------------|
| 2025 Budget                    | \$233.0                                          |
| 2026 Budget elements           |                                                  |
| Base budget requirements       | 17.2                                             |
| Staffing expand (reduction)    | 3.0                                              |
| Public Safety Unit             | -                                                |
| 2026 Budget - \$               | \$253.2                                          |
| 2026 Budget - % change vs 2025 | 8.69%                                            |
| Staffing                       | 32 / 4                                           |

- Option 4 would add an additional 12, Frontline Patrol Constables at a cost of \$1.0M, bringing the expand staffing to 32 sworn positions as included in the 2026 forecast
- The civilian expand remains at 4 roles
- Adding these additional roles results in a total increase of 8.69%



# BUDGET OPTIONS – OPTION 5

| \$Millions                     | Option 5<br>Frontline Expand and PSU 8.94% |
|--------------------------------|--------------------------------------------|
| 2025 Budget                    | \$233.0                                    |
| 2026 Budget elements           |                                            |
| Base budget requirements       | 17.2                                       |
| Staffing expand (reduction)    | 3.0                                        |
| Public Safety Unit             | 0.6                                        |
| 2026 Budget - \$               | \$253.8                                    |
| 2026 Budget - % change vs 2025 | 8.94%                                      |
| Staffing                       | 32 / 4                                     |

- Option 5 includes 32 sworn and 4 civilian expand roles, in addition to the Public Safety Unit
- The total increase of this option is 8.94%, enabling support on the frontline and an investment in modern public order





# BUDGET OPTIONS - SUMMARY

| <b>\$Millions</b>              | <b>Option 1<br/>Region<br/>Budget<br/>Directions<br/>4.3%</b> | <b>Option 2<br/>Budget<br/>Target<br/>8.22%</b> | <b>Option 3<br/>Public Safety<br/>Unit (PSU)<br/>8.48%</b> | <b>Option 4<br/>Frontline<br/>Expand as<br/>Forecasted<br/>8.69%</b> | <b>Option 5<br/>Frontline<br/>Expand and<br/>PSU<br/>8.94%</b> |
|--------------------------------|---------------------------------------------------------------|-------------------------------------------------|------------------------------------------------------------|----------------------------------------------------------------------|----------------------------------------------------------------|
| 2025 Budget                    | \$233.0                                                       | \$233.0                                         | \$233.0                                                    | \$233.0                                                              | \$233.0                                                        |
| 2026 Budget elements           |                                                               |                                                 |                                                            |                                                                      |                                                                |
| Base budget requirements       | 17.2                                                          | 17.2                                            | 17.2                                                       | 17.2                                                                 | 17.2                                                           |
| Staffing expand (reduction)    | (7.1)                                                         | 2.0                                             | 2.0                                                        | 3.0                                                                  | 3.0                                                            |
| Public Safety Unit             | -                                                             | -                                               | 0.6                                                        | -                                                                    | 0.6                                                            |
| 2026 Budget - \$               | \$243.1                                                       | \$252.2                                         | \$252.8                                                    | \$253.2.0                                                            | \$253.8                                                        |
| 2026 Budget - % change vs 2025 | 4.3%                                                          | 8.22%                                           | 8.48%                                                      | 8.69%                                                                | 8.94%                                                          |
| Staffing                       | -45 to 65 / 0                                                 | 20 / 4                                          | 20 / 4                                                     | 32 / 4                                                               | 32 / 4                                                         |





# 2026 CAPITAL BUDGET

- Initial capital submission of \$20.5M
- Reductions, deferrals and removing of projects, such as:
  - P25 Channel Addition deferred to 2028
  - Cell Site Simulator deferred to 2030
  - Dedicated Public Safety WAN deferred to 2032
  - Phased in Portable Radio replacement over 3 years
  - Reduction in current approved capital projects of \$1.6M, to fund capital priorities in 2026 and beyond
- Proposed 2026 Capital budget of \$11.8M





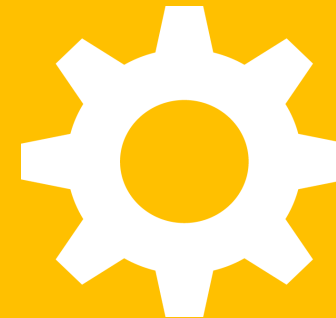
# 2026 CAPITAL BUDGET



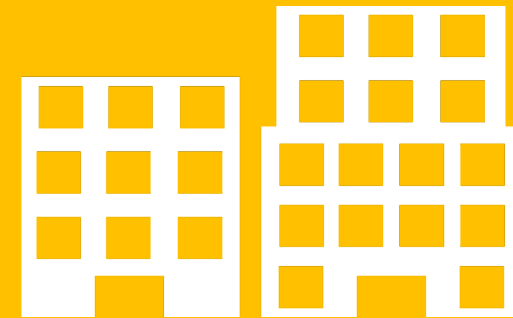
**\$5.9M**  
Information Technology



**\$3.6M**  
Fleet



**\$1.2M**  
Equipment



**\$1.1M**  
Facilities

# 2026 CAPITAL BUDGET

| \$Millions                                                                      | 2026    |
|---------------------------------------------------------------------------------|---------|
| Facilities:                                                                     |         |
| Facilities – Radio Tower Site Civil Works                                       | \$0.100 |
| Facilities – 20 Division Sidewalk Repairs                                       | 0.065   |
| Facilities – 20, 30 & HQ Uninterrupted Power Supply (UPS) Scheduled Maintenance | 0.110   |
| Facilities – Building Contingency                                               | 0.350   |
| Facilities – Furniture Replacement                                              | 0.115   |
| Facilities – Office Realignment                                                 | 0.200   |
| Facilities – 30 Division Locker Room Expansion                                  | 0.164   |
| Fleet:                                                                          |         |
| Vehicles – Replacements and approved expansion                                  | 3.591   |
| Training:                                                                       |         |
| Mental Health Crisis Response (MHCR) Training - Mandated (CSPA)                 | 0.396   |
| Soft Body Armour & Carriers                                                     | 0.130   |
| Subtotal                                                                        | \$5.222 |





# 2026 CAPITAL BUDGET

| \$Millions                                             | 2026     |
|--------------------------------------------------------|----------|
| Information Technology:                                |          |
| IT - Major Systems - Portal                            | \$0.300  |
| IT - Portable Radios                                   | 2.500    |
| IT – Computer Added Dispatch (CAD) Replacement Project | 2.000    |
| IT – Enterprise Data Warehouse                         | 0.150    |
| IT – Scheduling System Replacement                     | 0.100    |
| IT – Computer Replacement                              | 0.300    |
| IT – System Enhancements                               | 0.200    |
| IT – Network Server Replacements                       | 0.250    |
| IT – Technology Replacements                           | 0.100    |
| Strategic Management/Operational Support:              |          |
| Police Video - In-Car Camera Systems                   | 0.500    |
| NICE System Upgrade                                    | 0.200    |
| Subtotal                                               | \$6.600  |
| Total – Capital Programs and Projects                  | \$11.822 |



# BUDGET RISKS

- Government funding/grant uncertainty
- Changing legislation
- Tariffs
- Major investigations/operations
- Overtime pressures
- Member wellness





# 2027-2030 FORECAST NEEDS AND ASSUMPTIONS

- Capital levy 1.0% in 2027 and additional 1.0% in 2028
- Staffing increases to respond to growth
- Collective agreement increase at 3.5% for 2028 and beyond
- Increases for overtime expenses
- 10% annual increase in software maintenance for existing applications and increases for new technology
- Additional costs related to OMERS, Extended Health Benefits & Dental and WSIB



# 2027-2030 FORECAST

|                            | 2026     | 2027     | 2028     | 2029     | 2030     |
|----------------------------|----------|----------|----------|----------|----------|
| Total Budget               | \$252.2M | \$275.9M | \$300.6M | \$324.6M | \$349.9M |
| % Increase                 | 8.22%    | 9.42%    | 8.96%    | 7.97%    | 7.79%    |
| Authorized Strength Change |          |          |          |          |          |
| Sworn Officers             | 896      | 934      | 972      | 1012     | 1052     |
| Increase                   | 20       | 38       | 38       | 40       | 40       |
| Civilian                   | 376      | 391      | 406      | 422      | 438      |
| Increase                   | 4        | 15       | 15       | 16       | 16       |
| Cost per Capita (est.)     | \$333    | \$352    | \$370    | \$386    | \$403    |
| Increase                   | 4.2%     | 5.5%     | 5.2%     | 4.4%     | 4.3%     |





# 2026 BUDGET – EXPECTED OUTCOMES

- Continue to be “Safest Large Municipality in all of Canada” per Statistics Canada
- Focus on Strategic Plan Key Priorities
- Achieve “best” ratings in key measures
- Continue to be an “Employer of Choice”
- Continue to promote a healthy and respectful workplace culture that focuses on the well-being and development of all members

***To be the leader in community safety and policing excellence.  
To ensure every resident of Halton  
is safer tomorrow  
than they are today.***





# BUDGET RECOMMENDATION AT 8.22% (Option 2)

*“That the Halton Police Board approves the 2026 Funding Request of \$252,152,191 and forwards the request to Halton Region; and further,*

*That the Halton Police Board approves an increase in the authorized sworn strength of twenty (20) positions; and further,*

*That the Halton Police Board approves an increase in the authorized civilian strength of four (4) positions; and further,*

*That the Halton Regional Police Services Board approves the 10-Year Capital Budget and Forecast as presented.”*





# BUDGET RECOMMENDATION AT 8.48% (*Option 3*)

*“That the Halton Police Board approves the 2026 Funding Request of \$252,752,191 and forwards the request to Halton Region; and further,*

*That the Halton Police Board approves an increase in the authorized sworn strength of twenty (20) positions; and further,*

*That the Halton Police Board approves an increase in the authorized civilian strength of four (4) positions; and further,*

*That the Halton Regional Police Services Board approves the 10-Year Capital Budget and Forecast as presented.”*





# BUDGET RECOMMENDATION AT 8.69% (Option 4)

*“That the Halton Police Board approves the 2026 Funding Request of \$253,239,151 and forwards the request to Halton Region; and further,*

*That the Halton Police Board approves an increase in the authorized sworn strength of twenty (32) positions; and further,*

*That the Halton Police Board approves an increase in the authorized civilian strength of four (4) positions; and further,*

*That the Halton Regional Police Services Board approves the 10-Year Capital Budget and Forecast as presented.”*





# BUDGET RECOMMENDATION AT 8.94% (Option 5)

*“That the Halton Police Board approves the 2026 Funding Request of \$253,839,151 and forwards the request to Halton Region; and further,*

*That the Halton Police Board approves an increase in the authorized sworn strength of thirty two (32) positions; and further,*

*That the Halton Police Board approves an increase in the authorized civilian strength of four (4) positions; and further,*

*That the Halton Regional Police Services Board approves the 10-Year Capital Budget and Forecast as presented.”*





# QUESTIONS







# Halton Regional Police Service Public Agenda Information Report

**To:** Chair and Police Board Members

**From:** Chief Stephen J. Tanner

**Subject:** 2025 Q3 HUMAN RESOURCES QUARTERLY BOARD REPORT

**Report #:** P25-10-I-01

**Date:** October 30, 2025

## INTRODUCTION AND BACKGROUND:

The following is the Police Service's personnel summary as of quarter's end.

| POLICE                | Q4 2024<br>Actual | Q1 2025<br>Actual | Q2 2025<br>Actual | Q3 2025<br>Actual | Current<br>Authorized<br>Positions | Current<br>Variance |
|-----------------------|-------------------|-------------------|-------------------|-------------------|------------------------------------|---------------------|
| Chief                 | 1                 | 1                 | 1                 | 1                 | 1                                  | 0                   |
| Deputy Chief          | 3                 | 3                 | 3                 | 3                 | 3                                  | 0                   |
| Superintendent        | 6                 | 6                 | 6                 | 6                 | 6                                  | 0                   |
| Inspector             | 11                | 14                | 14                | 14                | 14                                 | 0                   |
| Staff Sergeant        | 29                | 28                | 26                | 27                | 26                                 | 1                   |
| Detective Sergeant    | 11                | 11                | 11                | 11                | 11                                 | 0                   |
| Sergeant              | 48                | 57                | 56                | 56                | 54                                 | 2                   |
| Detective             | 41                | 49                | 50                | 47                | 50                                 | -3                  |
| Constable (1st Class) | 503               | 476               | 497               | 499               | N/A                                |                     |
| Constable (2nd Class) | 59                | 59                | 44                | 55                |                                    |                     |
| Constable (3rd Class) | 41                | 40                | 39                | 30                |                                    |                     |
| Constable (4th Class) | 53                | 62                | 67                | 64                |                                    |                     |
| Recruits in Training  | 23                | 23                | 23                | 45                |                                    |                     |
| Total Constables      | 679               | 660               | 670               | 693               | 711                                | -18                 |
| <b>TOTAL SWORN</b>    | <b>829</b>        | <b>829</b>        | <b>837</b>        | <b>858</b>        | <b>876</b>                         | <b>-18</b>          |
| Cadet *               | 16                | 15                | 18                | 1                 | 0                                  | 0                   |

\* Cadets not included in complement (uniform contract positions)

| CIVILIAN                                 | Q4 2024 Actual | Q1 2025 Actual | Q2 2025 Actual | Q3 2025 Actual | Current Authorized Positions | Current Variance |
|------------------------------------------|----------------|----------------|----------------|----------------|------------------------------|------------------|
| Senior Management/Administration         | 9              | 12             | 11             | 13             | 14                           | -1               |
| Supervisory/Professional/Senior Clerical | 120            | 120            | 123            | 126            | 140                          | -14              |
| Clerical                                 | 105.5          | 106.5          | 105.5          | 115.5          | 122                          | -6.5             |
| Communications                           | 56             | 55             | 56             | 56             | 59                           | -3               |
| Special Constables (Escorts/Summons)     | 30             | 26             | 30             | 30             | 30                           | 0                |
| Facilities Technicians                   | 7              | 7              | 7              | 7              | 7                            | 0                |
| <b>TOTAL CIVILIAN</b>                    | <b>327.5</b>   | <b>326.5</b>   | <b>332.5</b>   | <b>347.5</b>   | <b>372</b>                   | <b>-24.5</b>     |

|                         |               |               |               |               |             |              |
|-------------------------|---------------|---------------|---------------|---------------|-------------|--------------|
| <b>TOTAL COMPLEMENT</b> | <b>1156.5</b> | <b>1155.5</b> | <b>1169.5</b> | <b>1205.5</b> | <b>1248</b> | <b>-42.5</b> |
|-------------------------|---------------|---------------|---------------|---------------|-------------|--------------|

| TEMPORARY STAFF<br>(Temporary employees do not form part of the authorized complement.) | Q4 2024 Actual | Q1 2025 Actual | Q2 2025 Actual | Q3 2025 Actual | Comments                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------|----------------|----------------|----------------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Full-time                                                                               | 14             | 10             | 9              | 8              | <b>* See details below</b>                                                                                                                                                                                        |
| Part-time                                                                               | 1              | 1              | 18             | 4              | 1 – District Clerk<br>3 - Students: <ul style="list-style-type: none"> <li>• 1 Human Resources</li> <li>• 1 IT</li> <li>• 1 FOI</li> </ul>                                                                        |
| As Required                                                                             | 63             | 85             | 81             | 57             | Communications/Courts Services/Districts/Drugs, Guns & Gangs/Forensic Identification/Homicide/ Training/ Intelligence/ Police Analytics/ Information & Records Services/Support Services/Victim Services/Monitors |
| Total Temporary Staff                                                                   | 78             | 96             | 108            | 69             |                                                                                                                                                                                                                   |

| * FULL-TIME ALLOCATIONS                         | Q4 2024 Actual | Q1 2025 Actual | Q2 2025 Actual | Q3 2025 Actual | Comments                                                                                                                             |
|-------------------------------------------------|----------------|----------------|----------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------|
| Replacements (Secondments/ Maternity/ LTD/etc). | 6              | 6              | 5              | 5              | 1 – Snr. Corp. Comms. Specialist<br>1 – HR/Assistant<br>1 – Social Worker<br>1 – Project Specialist<br>1 – IT Service Desk Assistant |
| Special Projects                                | 4              | 1              | 1              | 1              | 1 – Victim Quick Response Coordinator                                                                                                |
| In Training                                     | 0              | 0              | 0              | 0              |                                                                                                                                      |



|             |   |   |   |   |                                                                     |
|-------------|---|---|---|---|---------------------------------------------------------------------|
| Vacancy     | 2 | 1 | 1 | 0 |                                                                     |
| Work Volume | 2 | 3 | 2 | 2 | 1 – Facilities Maintenance Technician<br>1 – Central Property Clerk |

| <b>SPECIAL SITUATIONS - UNIFORM</b><br><i>*(Not included in authorized complement)</i>  | <b>Q4 2024 Actual</b> | <b>Q1 2025 Actual</b> | <b>Q2 2025 Actual</b> | <b>Q3 2025 Actual</b> | <b>Comments</b>                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| External Secondments                                                                    | 14                    | 13                    | 12                    | 10                    | 1 – HRPA President<br>1 – Provincial Firearms Office<br>1 – OPP Power Case<br>1 – OPP Intelligence Led Joint Forces Strategy<br>1 – Repeat Offender Parole Enforcement<br>1 – OPP Biker Enforcement Unit<br>1 – OPP – Provincial Anti Terrorism Secondment<br>1 – OPP G&G<br>1 – OPP PATT<br>1 – PAFU |
| WSIB >1 year                                                                            | 22                    | 27                    | 28                    | 29                    |                                                                                                                                                                                                                                                                                                       |
| Leaves of Absences                                                                      | 4                     | 3                     | 3                     | 2                     | 2 – Unpaid LOA                                                                                                                                                                                                                                                                                        |
| Long Term Disability < 2 yrs                                                            | 1                     | 4                     | 4                     | 4                     |                                                                                                                                                                                                                                                                                                       |
| * Long Term Disability > 2 yrs                                                          | 9                     | 8                     | 7                     | 6                     |                                                                                                                                                                                                                                                                                                       |
| Short Term Sick Leave/WSIB < 1 Year                                                     | 23                    | 19                    | 21                    | 18                    |                                                                                                                                                                                                                                                                                                       |
| Parental/Pregnancy Leave                                                                | 8                     | 7                     | 7                     | 7                     |                                                                                                                                                                                                                                                                                                       |
| Jobs Shared by 2 Members                                                                | 0                     | 0                     | 0                     | 0                     |                                                                                                                                                                                                                                                                                                       |
| <b>SPECIAL SITUATIONS - CIVILIAN</b><br><i>*(Not included in authorized complement)</i> | <b>Q4 2024 Actual</b> | <b>Q1 2025 Actual</b> | <b>Q2 2025 Actual</b> | <b>Q3 2025 Actual</b> | <b>Comments</b>                                                                                                                                                                                                                                                                                       |
| External Secondments                                                                    | 0                     | 0                     | 0                     | 0                     |                                                                                                                                                                                                                                                                                                       |
| WSIB >1 year                                                                            | 4                     | 4                     | 4                     | 4                     |                                                                                                                                                                                                                                                                                                       |
| Leaves of Absences                                                                      | 4                     | 1                     | 1                     | 0                     |                                                                                                                                                                                                                                                                                                       |
| Long Term Disability < 2 yrs                                                            | 2                     | 5                     | 4                     | 4                     | Largely filled with Temporary Full-time                                                                                                                                                                                                                                                               |
| * Long Term Disability > 2 yrs                                                          | 10                    | 11                    | 11                    | 11                    |                                                                                                                                                                                                                                                                                                       |
| Short Term Sick Leave/WSIB < 1 Year                                                     | 4                     | 6                     | 19                    | 18                    |                                                                                                                                                                                                                                                                                                       |
| Parental/Pregnancy Leave                                                                | 15                    | 10                    | 9                     | 12                    | Largely filled with Temporary Full-time                                                                                                                                                                                                                                                               |
| Jobs Shared by 2 Members                                                                | 0                     | 0                     | 0                     | 0                     |                                                                                                                                                                                                                                                                                                       |

| DEPARTURES                 | Q4 2024<br>Actual | Q1 2025<br>Actual | Q2 2025<br>Actual | Q3 2025<br>Actual | Total YTD 2025 |
|----------------------------|-------------------|-------------------|-------------------|-------------------|----------------|
| <b>TOTAL</b>               |                   |                   |                   |                   |                |
| <b>Uniform</b>             |                   |                   |                   |                   |                |
| Retirements                | 2                 | 4                 | 2                 | 2                 | 8              |
| Resignations               | 3                 | 5                 | 10                | 7                 | 22             |
| Terminations               | 0                 | 0                 | 0                 | 0                 | 0              |
| Deaths                     | 0                 | 0                 | 0                 | 0                 | 0              |
| <b>Civilian</b>            |                   |                   |                   |                   |                |
| Retirements                | 2                 | 1                 | 4                 | 0                 | 5              |
| Resignations               | 2                 | 3                 | 1                 | 2                 | 6              |
| Terminations               | 0                 | 0                 | 0                 | 0                 | 0              |
| Other – position redundant | 0                 | 0                 | 0                 | 0                 | 0              |
| Deaths                     | 0                 | 0                 | 0                 | 0                 | 0              |

| ADVANCEMENTS               | Q4 2024<br>Actual | Q1 2025<br>Actual | Q2 2025<br>Actual | Q3 2025<br>Actual | Total YTD 2025 |
|----------------------------|-------------------|-------------------|-------------------|-------------------|----------------|
| <b>TOTAL</b>               |                   |                   |                   |                   |                |
| Sworn Reclassifications    | 4                 | 1                 | 34                | 50                | 85             |
| Sworn Promotions*          | 2                 | 27                | 2                 | 1                 | 30             |
| Civilian Reclassifications | 9                 | 90                | 5                 | 8                 | 103            |

| *SWORN PROMOTIONS |                |
|-------------------|----------------|
| NAME              | RANK           |
|                   |                |
| B. Bolton         | Staff Sergeant |



**Stephen J. Tanner**  
Chief of Police

:CB





# Halton Regional Police Service Public Agenda Information Report

**To:** Chair and Police Board Members

**From:** Chief Stephen J. Tanner

**Subject:** ANNUAL REPORT ON USE OF FORCE - 2024

**Report #:** P25-10-I-02

**Date:** October 30, 2025

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## INTRODUCTION AND BACKGROUND:

The following 2024 Use of Force statistics and analysis contained within this report and provided to the Board pursuant to policy B-AI-012.

### Overview

- The Use of Force Statistical Analysis is intended to provide a comprehensive overview of force used by the members of the Halton Regional Police Service. The data is compiled from Use of Force Reports submitted by service members. For reasons of explanation and interpretation; annotations have been added where points of clarification are necessary.
- Use of Force Reports are to be collected and used only to identify individual and group training requirements, or to assist the Service with the development of use of force policy and procedures.

### Use of Force Authority

- Section 25 (1)(b) of the Criminal Code authorizes a peace officer, acting on reasonable grounds, and is justified in doing what they are required or authorized to do, to use as much force as necessary for that purpose.
- Section 26 of the Criminal Code states that an officer using force in excess of what is authorized is criminally responsible for their actions.

### Ontario Public-Police Interactions Training Aid (2023)

The Ontario Public-Police Interactions Training Aid (2023) is provided by the province as a guide for officers. The Aid is referred to in training and is designed to assist officers in assessing certain situations, behaviours and acting based on their observations. The language and terms used within the Aid reflect the language and terms used to report on police Use of Force in Ontario. See Appendix 'A'.

## Use of Force – Reporting Overview

### Terminology

- Use of Force Report – this is the Ministry form that captures Use of Force completed by individual officers or a team.
- Use of Force Incident – refers to an event or occurrence where a Use of Force Report (or multiple reports) originate.
- Use of Force Response – relates to a specific Use of Force type used against a person, such as a firearm, CEW / TASER, baton, etc.

### Use of Force Reporting

The Community Safety and Policing Act requires all officers to complete a provincially mandated form should they use force falling within the legislated criteria. A Use of Force Report is required whenever a member:

- (a) draws a handgun in the presence of a member of the public;
- (b) points a firearm at a person;
- (c) discharges a firearm;
- (d) uses a weapon on another person;
- (e) draws and displays a conducted energy weapon to a person with the intention of achieving compliance;
- (f) points a conducted energy weapon at a person;
- (g) discharges a conducted energy weapon; or
- (h) uses force on another person, including through the use of a horse or a dog, that results in an injury requiring the services of a physician, nurse or paramedic and the member is aware that the injury required such services before the member goes off-duty.

If any two or more officers are acting in co-ordination in response to a single event, and if during their response two or more officers do any of the following, one of the officers who has taken one of the following actions, and who has been designated by their supervisor, may submit a report on behalf of all the officers:

- (a) draws a handgun in the presence of a member of the public;
- (b) points a firearm at a person;
- (c) draws and displays a conducted energy weapon to a person with the intention of achieving compliance;
- (d) points a conducted energy weapon at a person.

The member must personally complete an individual report if the member:

- (a) discharges a firearm;
- (b) uses a weapon on another person;
- (c) discharges a conducted energy weapon; or



(d) uses force on another person, including through the use of a horse or a dog, that results in an injury requiring the services of a physician, nurse or paramedic and the member is aware that the injury required such services before the member goes off-duty.

- Multiple use of force responses can be captured on a single report.
- An officer or team may also use different Use of Force responses during a particular incident depending on the evolving situation and any changes in the subject's behavior. Multiple use of force responses are often recorded on one report. This will always result in a higher number of use of force responses compared to the number of reports received.
- Submitted Use of Force Reports are reviewed by the Training Bureau and consolidated for further analysis and future training needs.

## 2024 STATISTICAL ANALYSIS

- In 2024, the total number of incidents attended to by Halton Police that required use of force was 205, compared to 182 incidents in 2023. From those, there were 278 Use of Force Reports submitted. This is up from 239 in 2023.
- The 278 reports mark an increase of 39 reports from 2023 (+14%).
- 3 Use of Force Reports related to euthanizing injured animals or engaging an aggressive animal. The remaining 275 Use of Force reports involved people.
- Included in the 278 submitted reports are 72 team reports, 39 of which were submitted by the Tactical Rescue Unit, 24 by members assigned to Uniform Patrol, 7 by members in Investigative Teams and 2 by other units.
- 26 of the team reports submitted by the Tactical Rescue Unit related to operations that occurred outside of Halton Region.
- A team report may be submitted for a Use of Force incident where an individual report is also submitted.

*Note: Before 2023, Team reports were limited to the Tactical Rescue Unit, Intelligence Officers, the Drug and Morality Bureau, and the Mobile Surveillance Unit. Team reports can now be submitted by any two or more officers acting in co-ordination in response to a single event and meet the required guidelines provided by the Ministry.*

Additional information was collated over the course of the year related to use of force incidents:

### Persons in Crisis

- Of the 278 Use of Force Reports, 28 (10%) involved a Person in Crisis (PIC), down from 33 incidents in 2023.

### Armed Subjects

- Of the 278 Use of Force Reports (Persons-in-Crisis included), 145 (52%) of these involved the perception of the subject having or having access to a weapon.

- Weapons (real or perceived) included x44 handgun, x36 unknown weapon, x34 knife or edged weapon, x9 other, x8 club or impact weapon, x7 vehicle, x6 long gun, x1 aerosol spray.

*Note: In 2023 the Use of Force form included a selection box for officers that relates specifically to a perception they may have had that the subject had access to a weapon at the time you used force; it is not intended for confirmation of the presence of a weapon either during or after the force event. Before 2023, the information gather was specific to weapons carried by a subject(s).*

## Physical Control

- For 2024 Physical Control was used 120 times. Physical Control techniques involve joint locks and compliance techniques (Physical Control – Soft), and strikes including grounding techniques (Physical Control – Hard).
- A Use of Force Report is not required for the use of Physical Control – Soft techniques unless injury to the subject occurs. Soft techniques are often used in combination with other Use of Force options once the situation has been de-escalated and thereby become reportable.
- In the 2023 Annual Report there were a total of 136 incident of Physical Control being used.

### Intermediate Weapon – Baton

In 2024, the baton was used 1 time. Reported use of the expandable baton is completed when it is used as a weapon on a person.

This figure is the same as the previous year.

### Intermediate Weapon - OC Spray

In 2024, aerosol weapons (OC Spray) was not used.

This figure remains the same as the previous year.

## Intermediate Weapon – CEW

- Conducted Energy Weapons (CEW), or in our Service's case, the Taser T7, can be used in 3 modes based on a multitude of factors including, but not limited to, situational or environmental conditions and subject behaviours.
- In 2024, CEWs were utilized in 213 Use of Force responses, which is an increase of 94 deployments from 2023.
- The CEW was used 139 times in 'Demonstrated Force Presence mode'. This represents an increase of 79 deployments in this manner from 2023. This deployment mode refers to when an officer removes the CEW from the holster and its demonstrated presence alone is used to de-escalate the situation.
- CEWs were utilized 74 times in 'Probe Deployment mode' or 'Drive Stun mode'. This means the device was removed from its holster and the either fired (causing the probes



to contact the subject) or used in Drive Stun mode without probes being fired and contacting the subject.

## Firearms

- Firearms were pointed 220 times in 2024. This includes the pointing of pistol, carbine and extended range impact weapons (Less Lethal Shotgun and ARWEN37).
- This is an increase of +4 from 2023 (216 incidents).

## Firearms Discharged

- Of the 5 incidents where a firearm was discharged, 3 were for the purpose of euthanizing an injured / suffering animal.
- The remaining 2 firearm discharges of 2024 occurred at one incident involving two officers and one subject.

## 2024 Use of Force Statistics – Involvement by Perceived Race (by Incident)

- |                 |                       |                                                                                                                                                         |
|-----------------|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| ▪ White         | 41% (137 Individuals) | ▪ Since 2020, the Ministry has captured data on race as perceived by the reporting officer.                                                             |
| ▪ Black         | 26% (87 Individuals)  | ▪ This data shows race involvement as it pertains to the 205 reported Use of Force incidents. A Use of Force incident can involve one or more subjects. |
| ▪ East-SE Asian | 9% (31 Individuals)   |                                                                                                                                                         |
| ▪ Mid. Eastern  | 16% (52 Individuals)  |                                                                                                                                                         |
| ▪ Latino        | 3% (11 Individuals)   |                                                                                                                                                         |
| ▪ South Asian   | 4% (13 Individuals)   |                                                                                                                                                         |
| ▪ Indigenous    | 0% (0 Individuals)    |                                                                                                                                                         |

## Halton Demographics

### Use of Force – Residency Information

- Of the 205 reported Use of Force incidents in 2024, 32 subjects were known to reside within Halton Region. These 32 people of the 330 involved are stated as residing in Halton Region due to having a trackable address history. The remaining 298 individuals reside outside of Halton Region; are of No Fixed Address; or have an unverifiable residential address.
- The most recent Census Data available from Statistics Canada is from 2021, with the next data expected to be available in 2026.
- As of July 2024, Halton Region's population was estimated to be 656,926 versus the Stats Canada population of 596,637 in 2021 (an increase of 60,289 people). No current accurate race-based data is on file for 2024.
- Conclusions involving Perceived Race data and representation in Use of Force Incidents are inaccurate at this time due to limited information.

## 2021 Census Data (Stats Canada)

|                               |      |
|-------------------------------|------|
| ▪ No visible minority (White) | 64%  |
| ▪ Black                       | 3.5% |
| ▪ East/Southeast Asian        | 2%   |
| ▪ Arab (Middle Eastern)       | 3.7% |
| ▪ Latin American (Latino)     | 1.9% |
| ▪ South Asian                 | 14%  |
| ▪ Indigenous                  | >1%  |

## CONCLUSION

Over the course of 2024, reported use of force incidents across the service increased (+14%) from 2023. Notably, there were increases in the Handgun pointed and CEW Demonstrated Presence categories. There was a total of twelve members of the public and four officers who suffered an injury as a result of an interaction.

Through ongoing Incident Command training, our officers are trained to manage high-risk situations. Many of which require a measured response with officers deploying less lethal and lethal use of force options. De-escalation techniques being actively employed—especially during incidents where multiple response strategies exist, continue to be a priority. De-escalation techniques are applied in varying degrees in all Use of Force incidents.

In 2024 the Region of Halton has continued to grow and as a result calls for service have increased. Reported interactions with the HRPS increased in 2024 to 60,814 as compared to 59,561 in 2023.

Officers are trained to assess a wide range of factors, ensuring that both officer and public safety remain top priorities during encounters that may require the use of force. Delivered by the Training Bureau in collaboration with the Ontario Police College, the training emphasizes conflict prevention and de-escalation. In 2024, both the number of carbine operators and carbines deployed to each district continued to increase as directed by the Community Safety and Policing Act. This is in addition to our Less Lethal Shotgun program that also continues to be delivered to frontline members. By equipping our officers with the skills to assess, plan, and act appropriately, we can ensure the community that our responses remain measured and suitable in each interaction.

The Ministry Use of Force Report requires officers to select the subject's race based on the *officer's perception*. When multiple officers are involved in an incident, their perceptions can lead to more than one race being captured for the event. In some instances, one or more officers may perceive a subject as a particular race, while others may perceive the subject differently. To provide a calculation for this report and analysis, we included all data from each individual report. This may result in some inconsistencies in the data capturing the interaction.

The most recent Stats Canada information available is from 2021. The Region of Halton has continued to grow in population each year rendering any percentage-based conclusions inaccurate. This combined with the transient nature of crime in the Greater Toronto Area and police investigations resulting in HRPS operations outside of the Region of Halton make for fluid numbers.



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**Stephen J. Tanner**  
**Chief of Police**

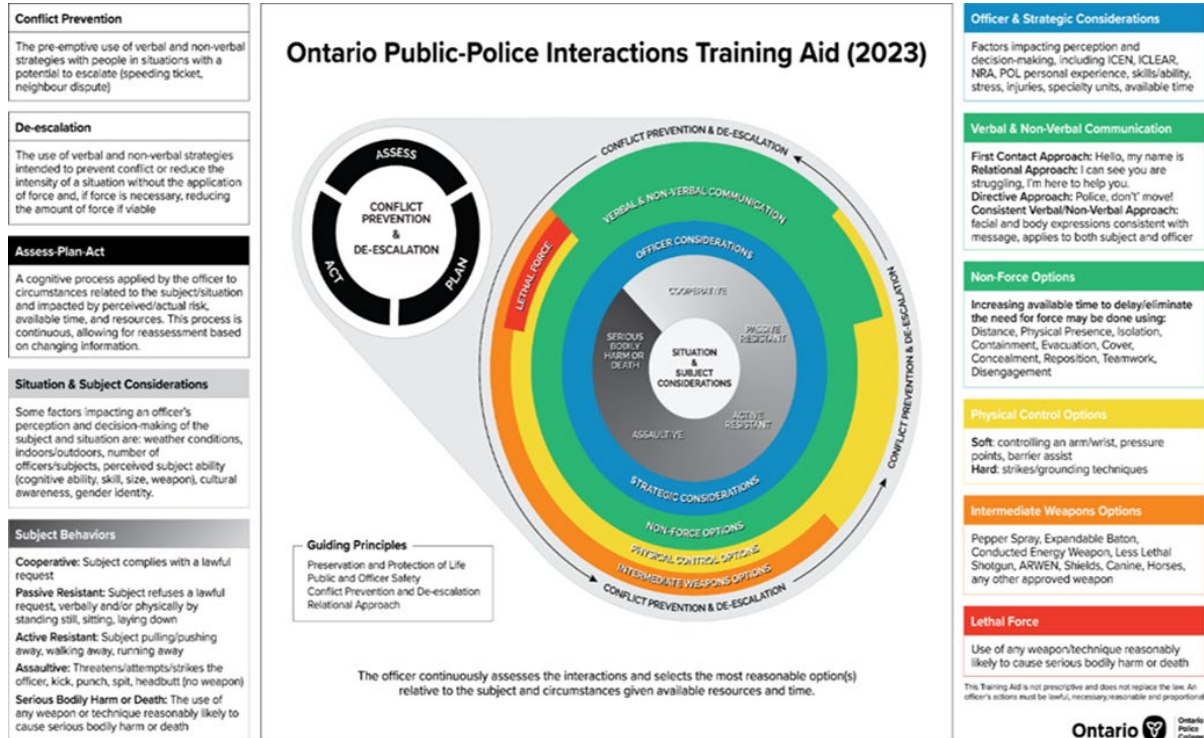
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**Attachments:**     **Appendix A – Ontario Public-Police Interactions Training Aid (2023)**  
                              **2024 Use of Force – Statistics & Reporting**



## Appendix 'A'

### Ontario Public-Police Interactions Training Aid (2023)





# 2024 Use of Force

Statistics & Reporting

# Overview

- The Use of Force Statistical Report is intended to provide a summary of force used by members of the HRPS. The data is compiled from Use of Force Reports submitted by service members.
- Use of Force Reports are collected to be used only to identify individual and group training requirements, or to assist the Service with the development of Use of Force policy and procedures.
- Authority for the Use of Force by Police Officers comes from the Criminal Code. Application and decision making is further explained in the CSPA.





# Ontario Public-Police Interactions Training Aid (2023)

- The Ontario Public-Police Interactions Training Aid (2023) is provided by the province as a guide for officers.
- The Aid is referred to in training and is designed to assist officers in assessing certain situations, behaviours and taking action based on their observations.
- The language and terms used within the Aid reflect the language and terms used to report on police Use of Force in Ontario.



# Use of Force Reporting

- Use of Force Incidents:

| 2024 | 2023 |
|------|------|
| 205  | 182  |

- Use of Force Reports:

| 2024 | 2023 |
|------|------|
| 278  | 239  |

- Reported interactions with the public:

| 2024   | 2023   |
|--------|--------|
| 60,814 | 59,561 |

\*Depending on circumstances x1 UOF Incident can result in more than x1 UOF Report.



# Use of Force Reporting

- Firearm Discharge by Police:

|                              | 2024 | 2023 |
|------------------------------|------|------|
| Pistol                       | 0    | 6    |
| Carbine                      | 2    | 2    |
| Extended Range Impact Weapon | 0    | 3    |

- Firearm Discharged by Police for humane destruction of animal:

|         | 2024 | 2023 |
|---------|------|------|
| Pistol  | 1    | 3    |
| Carbine | 2    | 3    |





# Use of Force Reporting

- Firearm Pointed by Police:

|                              | 2024 | 2023 |
|------------------------------|------|------|
| Handgun                      | 125  | 95   |
| Carbine                      | 82   | 92   |
| Extended Range Impact Weapon | 13   | 29   |



# Use of Force Reporting

- Conducted Energy Weapon (CEW):

|                | 2024 | 2023 |
|----------------|------|------|
| CEW Drawn      | 60   | 46   |
| CEW Pointed    | 79   | 59   |
| CEW Discharged | 74   | 60   |



# Use of Force Reporting

- All other Use of Force:

|                                  | 2024 | 2023 |
|----------------------------------|------|------|
| Baton                            | 1    | 1    |
| OC Spray                         | 0    | 0    |
| Physical Control (Soft and Hard) | 120  | 136  |
| Other                            | 4    | 4    |





# Use of Force Reporting

- Injuries:

|                   | 2024 | 2023 |
|-------------------|------|------|
| Injury to Subject | 13   | 26   |
| Injury to Officer | 4    | 5    |



# Use of Force Reporting

- Subject Data:

|                                          | 2024 | 2023                        |
|------------------------------------------|------|-----------------------------|
| Total Subjects Involved in UOF Incidents | 331  | 287                         |
| Gender - Male                            | 294  | Not captured in 2023 Report |
| Gender - Female                          | 37   | Not captured in 2023 Report |
| Gender – Trans / Non Binary              | 0    | Not Captured in 2023 Report |



# Use of Force Reporting

- Subject Data by Perceived Race:

|                        | 2024 | 2023 |
|------------------------|------|------|
| White                  | 137  | 144  |
| Black                  | 87   | 79   |
| Middle Eastern         | 52   | 26   |
| East / Southeast Asian | 31   | 19   |
| South Asian            | 13   | 6    |
| Latino                 | 11   | 7    |
| Indigenous             | 0    | 6    |





# Use of Force Reporting

## Conclusion:

- Reported Use of Force Incidents have increased in 2024 over 2023. This has resulted in more Use of Force Reports being generated.
- The total number of Public / HRPS interactions has also increased. This is likely impacted by the growth in regional population.
- The Conducted Energy Weapon was the most used Use of Force Option (Drawn / Pointed / Discharged) and remains a valuable tool for officers.
- With respect to Perceived Subject Race and Gender; White Males are represented in HRPS Use of Force Incidents more than any other identified group. This data is reflected in the snap shot of Use of Force reporting. The HRPS has no data on the perceived race of all people involved in reportable Police interactions. That information is only collected if a person is arrested, charged or involved in a Use of Force Incident.





# Halton Regional Police Service Public Agenda Information Report

**To:** Chair and Police Board Members

**From:** Chief Stephen J. Tanner

**Subject:** SEIZED FUND STATEMENT – AUGUST 31, 2025

**Report #:** P25-10-I-03

**Date:** October 30, 2025

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## INTRODUCTION AND BACKGROUND:

Attached is a financial statement indicating the status of the Seized Funds on deposit with RBC for the Halton Police Board as at August 31, 2025. These funds remain in the Seized Fund account pending disposition by the Courts.

In addition to the Seized Funds on deposit, there is an additional pool of seized currency which is held on-site in a secure location. These funds represent currency which remains part of active investigations or court proceedings as evidence. As such, these funds are categorized as "*Seized Currency Exhibits*" (SCE) and must be held securely and separately from other funds in "as close to original condition" as possible for evidentiary purposes since the SCE may be called into court as evidence at any time. Due to this evidentiary distinction, the funds are held securely until a court disposition is made, at which time the funds are managed through the regular Seized Funds process.

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**Stephen J. Tanner**  
Chief of Police

:GK/KB

**Attachments:** Seized Fund Financial Statement

**SEIZED FUND FINANCIAL STATEMENT**  
**For the six-month period ending August 31, 2025**

**SUMMARY OF TRANSACTIONS**

|                                        |          |
|----------------------------------------|----------|
| Balance as of February 28, 2025        | \$16,140 |
| Deposits in most recent 6 months       | \$71     |
| Cheques issued in most recent 6 months | (\$71)   |
| Balance as of August 31, 2025          | \$16,140 |

| <b>SUMMARY OF TRANSACTIONS</b> |   |        |
|--------------------------------|---|--------|
| Summary by Year                | # | \$     |
| 2011                           | 1 | 16,140 |
| Total                          | 1 | 16,140 |

| Summary by Disposition | # | \$     |
|------------------------|---|--------|
| Other                  | 1 | 16,140 |
| Total                  | 1 | 16,140 |

"Awaiting disposition" = waiting for documentation / instructions from the arresting officer.

"Other" = disposition is pending subsequent court appearances / appeals





# Halton Regional Police Service Public Agenda Information Report

**To:** Chair and Police Board Members

**From:** Chief Stephen J. Tanner

**Subject:** CSPA ALIGNMENT UPDATE

**Report #:** P25-10-I-04

**Date:** October 30, 2025

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## INTRODUCTION AND BACKGROUND:

On April 1, 2024 the Community Safety and Policing Act, 2019 (CSPA), Ontario's primary legislation governing policing, establishing a comprehensive framework for police services, police boards, and the Ontario Inspectorate of Policing came into force and replaced the Police Services Act (PSA) which had previously been in place for fifty years.

The Act establishes the governance framework for policing in the province by defining the roles and responsibilities of police service boards, the Commissioner of the Ontario Provincial Police, and creating an independent Inspector General of Policing and Inspectorate of Policing to provide oversight and ensure accountability.

Under the Act, a number of Ontario Regulations (including, but not limited to O. Reg. 407/23 – Code of Conduct for Police Officers; O. Reg. 391/23 – Use of Force and Weapons; O. Reg. 392/23 – Adequate and Effective Policing), which specifically establish rules and standards (in conjunction with the Act itself) for policing in Ontario.

In tackling the challenging process of adopting of the CSPA, the HRPS utilized our existing procedures under the PSA to provide a framework to:

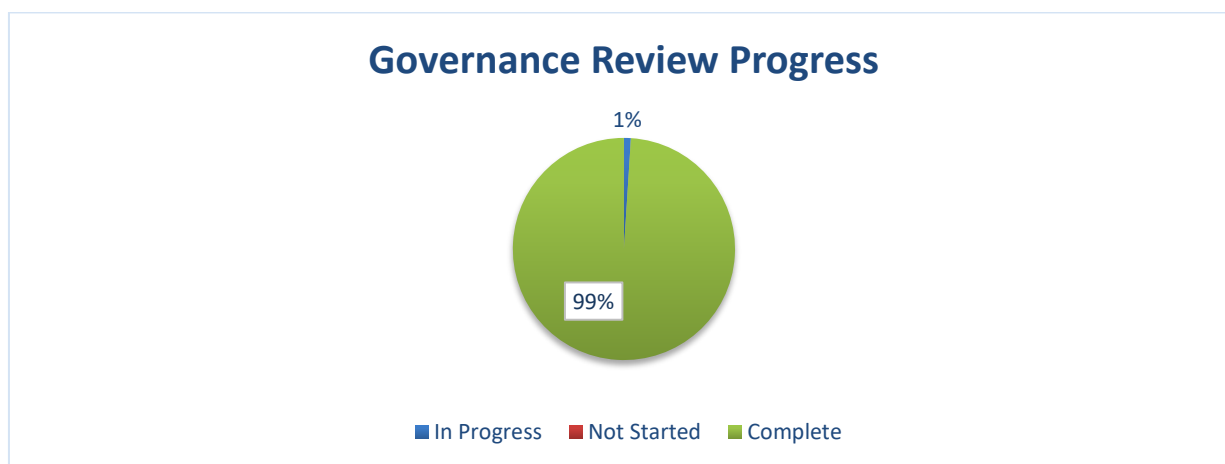
1. Measure the breadth of changes in legislation and determine any gaps, and
2. Provide a tangible metric by which to establish the operational changes required to be in adherence with the Act and all subsequent amendments to the Act and associated Regulations

Since the Act came into force in 2024 there have been several amendments which resulted in significant effort for the Service as well as additional costs incurred for:

- a) The procurement of equipment, and
- b) Associated operationalization expenses

There is a continual review of the legislation and regulations in conjunction with an evaluation of the Service's Procedures resulting in alignment of the necessary rules, guidelines, and frameworks for the Service's decision-making, operations to align with the Act.

The following diagram and charts illustrate the progress of alignment of HRPS Procedures by areas of operation at the HRPS:



| <u>Category</u>                 | <u>Procedures</u> | <u>Completed</u> | <u>In Progress</u> |
|---------------------------------|-------------------|------------------|--------------------|
| Administration Services         | 6                 | 6                | 0                  |
| Communications                  | 9                 | 9                | 0                  |
| Corporate Communications        | 4                 | 4                | 0                  |
| Community Policing Operations   | 29                | 29               | 0                  |
| Community Policing Support      | 10                | 10               | 0                  |
| Courts                          | 19                | 19               | 0                  |
| Dress and Equipment             | 7                 | 7                | 0                  |
| Emergency Services              | 15                | 15               | 0                  |
| Executive                       | 16                | 15               | 1                  |
| Finance                         | 13                | 13               | 0                  |
| Health and Safety               | 15                | 15               | 0                  |
| Human Resource Services         | 30                | 30               | 0                  |
| Identification                  | 5                 | 5                | 0                  |
| Intelligence                    | 14                | 14               | 0                  |
| Criminal Investigations         | 43                | 43               | 0                  |
| Information Technology Services | 16                | 16               | 0                  |
| Operational Management          | 11                | 10               | 1                  |
| People Culture Wellness         | 6                 | 6                | 0                  |
| Professional Standards          | 10                | 10               | 0                  |
| Purchasing Services             | 2                 | 2                | 0                  |
| Information and Record Services | 10                | 10               | 0                  |
| Traffic Investigations          | 14                | 14               | 0                  |
| Training                        | 6                 | 6                | 0                  |
| Victim Services                 | 4                 | 4                | 0                  |
| Weapons                         | 2                 | 2                | 0                  |
| Wellness                        | 1                 | 1                | 0                  |

Since the effort towards compliance with the Act and associated Regulations began prior to April 1, 2024, in conjunction with the normal day-to-day operations, cadence of reassignment of commanders within the Service, reacting to the irregular schedule of amendments to the Act and/or Regulations; the additional effort for the comprehensive alignment has been a significant administrative undertaking. It is anticipated that 100% of all current amendments will be done no later than the end of November 2025.

The aggregate cost of procurements to the Service to ensure compliance with the Act and associated Regulations is estimated at **\$1,540,711.00** with an additional \$755,591.00 for Mental Health Crisis Response (MHCR) Education (*see below under Specific Challenges*).

Some examples of specific items that required additional procurement in order for the Service to meet the requirements of the Act and specific Regulation(s) under the Act are as follows:

| <b><u>Example Item Description</u></b>                                                                                                                 | <b><u>Associated Costs</u></b> | <b><u>% Completed</u></b>                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| Carbine Operator qualification ammunition required for officers who were not previously qualified<br>(Ref: O. Reg 87/24 s 13. (1) 1. & (2) 1., 2.)     | \$153,125.00                   | 66% of officers qualified. The training plan will ensure 100% compliance as per the standards and implementation deadline.        |
| Night Vision Optics for Tactical/Hostage Rescue Units as well as K9 Unit<br>(Ref: O. Reg 392/23 Schedule 1 4. (1) 6. & 7(1) 3.)                        | \$278,680.00                   | 100%                                                                                                                              |
| New Body Armour, Plate carrier and Plates<br>(Ref: O. Reg 392/23 Schedule 1)                                                                           | \$805,045.00                   | 80% complete to date. The replacement issue plan will ensure 100% compliance with the CSPA standards and implementation deadline. |
| Breaching Equipment (i.e., ram, Halligan bar, bolt cutters, sledgehammer)<br>(Ref: O. Reg. 393/23 s 4 (2), (5) & O. Reg. 392/22 Schedule 1 s 4 (1) 9.) | \$107,379.40                   | 100%                                                                                                                              |

There have been areas of the CSPA and/or associated Ontario Regulation(s) which have demonstrated to be challenging from an implementation standpoint, specifically:

| <b><u>Act/O. Reg.</u></b>                         | <b><u>Specific Challenge(s)</u></b>                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>O. Reg. 392/23</b><br>Maintaining Public Peace | While the HRPS does not possess this operational capacity, we are currently compliant as part of a formal shared services agreement with other police services. In the event of a public order event there would be a cost associated with the deployment of a public order unit from another police service. This area is currently under analysis and strategic plan development designed to meet |



|                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                 | the evolving needs of Halton Region, from both a public safety and risk mitigation perspective.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>O. Reg. 392/23</b> – Underwater search and recovery units    | While the HRPS does not possess this operational capacity, we are currently complaint through a formal shared services agreement with Peel Regional Police Service (PRPS) for the engagement of their Underwater Search and Recovery unit (at cost).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>O. Reg. 87/24</b> – Mental Health Crisis Response (Training) | The requirement under the regulations to have “ <i>every police officer...successfully complete the program entitled “Mental Health Crisis Response (MHCR) Education and Applied Training”</i> ” requires significant resources, financial commitment, coordination and planning. The requirement to have this completed by the “ <i>second anniversary of the transition date</i> ” (i.e., April 1, 2026) for the service presents a significant challenge. Through the OACP there has been a request made by a number of police services to have this implementation date extended to allow for sufficient time to procure the equipment and train all officers. There is ongoing discussions on a provincial level regarding this request. |

Of note, there are a number of regulatory requirements that stipulate a regular cadence of recertification. For example, once our officers have received their carbine qualification, the current estimated total *annual* cost for carbine recertification ammunition alone is estimated to be \$118,326.00.

### Conclusion

The HRPS is working diligently to implement the provisions of the Community Safety and Policing Act as well as the associated Regulations. Many of these new requirements for compliance come with significant costs, training, and engagement by nearly every member of the Service in order to be successfully accomplished. And while significant progress has been made thus far, our goal is to ensure full compliance is attained.




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**Stephen J. Tanner**  
Chief of Police

: CM



# Halton Regional Police Service Public Agenda Recommendation Report

**To:** Chair and Police Board Members

**From:** Chief Stephen J. Tanner

**Subject:** 2026 FUNDING REQUEST & 10-YEAR CAPITAL FORECAST

**Report #:** P25-10-R-07

**Date:** October 30, 2025

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## RECOMMENDATION – OPTION 2:

*“That the Halton Police Board approves the 2026 Funding Request of \$252,152,191 and forwards the request to Halton Region; and further,*

*That the Halton Police Board approves an increase in the authorized sworn strength of twenty (20) positions; and further,*

*That the Halton Police Board approves an increase in the authorized civilian strength of four (4) positions; and further,*

*That the Halton Regional Police Services Board approves the 10-Year Capital Budget and Forecast as presented.”*

A handwritten signature in black ink, appearing to be "S. J. Tanner", written over a horizontal line.

**Stephen J. Tanner**  
Chief of Police

:KB / GK

## Attachments:

- RECOMMENDATION – OPTION 3
- RECOMMENDATION – OPTION 4
- RECOMMENDATION – OPTION 5

## **INTRODUCTION AND BACKGROUND:**

The 2026 Funding Request for the HRPS amounts to \$252,152,191 which represents an increase of 8.22% as compared to the approved 2025 Budget. After considering Assessment Growth projections as provided by the Region, the 2026 Funding Request represents an increase of 6.3% as compared to the approved 2025 Budget.

In compiling the 2026 Funding Request, the Service has maintained its focus on the Strategic Plan objectives while recognizing population growth, demographics, calls for service, emerging trends and staffing requirements.

Significant drivers impacting the 2026 Funding Request include:

- Staffing needs to focus on front-line policing service levels and programs while reflecting emerging trends and continued growth in demand for policing services,
- Impact of contract adjustments and job evaluation, and
- Impact of new IT technology / applications and the ever-increasing cost of IT support, and
- Inflation.

We are continuously aware of the Board's objective to demonstrate prudent use of taxpayer dollars while recognizing the need to provide adequate and effective police services for Halton Region. The challenge for the Board and Management remains in balancing the need to service an ever-growing community and to respond to changes in service delivery and emerging trends, while maintaining a fiscally responsible request for resources and funding. We believe that the 2026 Funding Request achieves this balance.

## **STRATEGIC MANAGEMENT ISSUES:**

The 2026 Funding Request continues the strategic direction as detailed in the 2024-2027 Strategic Plan.



**RECOMMENDATION – OPTION 3 (8.48%):**

*“That the Halton Police Board approves the 2026 Funding Request of \$252,752,191 and forwards the request to Halton Region; and further,*

*That the Halton Police Board approves an increase in the authorized sworn strength of twenty (20) positions; and further,*

*That the Halton Police Board approves an increase in the authorized civilian strength of four (4) positions; and further,*

*That the Halton Regional Police Services Board approves the 10-Year Capital Budget and Forecast as presented.”*

**RECOMMENDATION – OPTION 4 (8.69%):**

*“That the Halton Police Board approves the 2026 Funding Request of \$253,239,151 and forwards the request to Halton Region; and further,*

*That the Halton Police Board approves an increase in the authorized sworn strength of twenty (32) positions; and further,*

*That the Halton Police Board approves an increase in the authorized civilian strength of four (4) positions; and further,*

*That the Halton Regional Police Services Board approves the 10-Year Capital Budget and Forecast as presented.”*

**RECOMMENDATION – OPTION 5 (8.94%):**

*“That the Halton Police Board approves the 2026 Funding Request of \$253,839,151 and forwards the request to Halton Region; and further,*

*That the Halton Police Board approves an increase in the authorized sworn strength of twenty (32) positions; and further,*

*That the Halton Police Board approves an increase in the authorized civilian strength of four (4) positions; and further,*

*That the Halton Regional Police Services Board approves the 10-Year Capital Budget and Forecast as presented.”*





# Halton Regional Police Service Public Agenda Recommendation Report

**To:** Chair and Police Board Members

**From:** Chief Stephen J. Tanner

**Subject:** ELECTRONIC STORAGE DETECTION CANINE

**Report #:** P25-10-R-06

**Date:** October 30, 2025

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## RECOMMENDATION:

*"That the Halton Police Board approve the acquisition by the Halton Regional Police Service (HRPS) Computer Crime Unit (CCU) of an Electronic Storage Detection (ESD) Canine for the Internet Child Exploitation (ICE) Unit to enhance the Service's ability to locate digital storage devices during search warrants."*

A handwritten signature in black ink, appearing to be "S. J. Tanner", written over a horizontal line.

**Stephen J. Tanner**  
Chief of Police

:TM

## INTRODUCTION AND BACKGROUND:

The Halton Regional Police Service (HRPS) Computer Crime Unit (CCU) has the opportunity to acquire an Electronic Storage Detection (ESD) Canine for the Internet Child Exploitation (ICE) Unit to enhance the ability to locate digital storage devices during search warrants, as well as provide emotional support to child victims and investigators within the ICE Unit. This can be achieved with minimal cost to the HRPS due to the support and donation from Operation Underground Railroad (OUR) (<https://ourrescue.org>). OUR is a non-profit organization dedicated to combatting human trafficking and child exploitation through rescue operations and advocacy.

## DISCUSSION / ANALYSIS:

The ICE Unit's primary mandate is to identify, locate, and rescue victims of child sexual abuse by investigating individuals who possess or share child sexual abuse material (CSAM). Investigators collect electronic evidence from suspects' homes and workplaces through search warrants.

However, electronic storage devices—ranging from large hard drives to tiny, easily concealed micro-SD cards—are extremely difficult to find, as they can be hidden in everyday objects or small spaces. To overcome this, Electronic Storage Detection (ESD) canines are trained to detect chemical compounds on electronic components that prevent overheating, enabling them to locate hidden devices that human investigators might miss. The ESD canines can also be utilized for searches in outdoor crime scenes, such as vehicle collisions and homicides, where electronic devices may have been discarded or are missing.

## **ALTERNATIVES:**

No other digital forensics tool or technique is capable of this type of detection.

## **CONSULTATION:**

- Deputy Chief Jeff Hill – Investigative and Frontline Support Services
- David Stewart, Superintendent – Regional Investigative Services
- Raf Skwarka, Inspector – Regional Investigative Services
- Todd Martin, Detective Sergeant – Computer Crime Unit (author)
- Ken Kelertas, Director, Legal Services & Legal Counsel
- Ruth MacKeigan, Risk Management Advisor – HRPS Legal Services

## **FINANCIAL / HUMAN RESOURCE / LEGAL ISSUES:**

This recommendation is in accordance with the Halton Regional Police Service By-Law No. 99-6 *A BY-LAW TO ESTABLISH GUIDELINES FOR THE ACCEPTANCE OF DONATIONS TO THE HALTON REGIONAL POLICE SERVICE AND DONATIONS TO OTHER ORGANIZATIONS ON BEHALF OF THE SERVICE*

### Section 2 – Donations to the police service

2.1 All donations to the Police Service, monetary, physical or service-in-kind, having a one-time or cumulative annual value of more than \$5,000.00 require the approval of the Board.

Operation Underground Railroad (OUR) has agreed to fund all aspects of the initial costs. Through private donations, OUR provides support to law enforcement agencies by providing training, technology, and ESD canines. Currently, OUR has approximately 100 sponsored ESD canines working with law enforcement agencies in the United States and Canada. OUR has already sponsored ESD's to Peel, Durham, Toronto, York, and Thunder Bay. OUR outlined their financial funding model would cover the following:

- Acquisition of the ESD canine through their contractor, Jordan Detection K-9 in Indianapolis. ~Approximately \$21,000.00
- Initial certification course (2 weeks). ~ Approximately \$4000.00

- Annual recertification course fees for the dog. ~ Approximately \$3500.00
- Annual cost of veterinary fees for the working life of the dog. ~Approximately \$1000.00 / year.
- Annual cost of dog food for the working life of the dog. ~Approximately \$1000.00 / year.
- Approved ESD canine gear, including a crush proof crate and equipment, such as leash, utility strap/vest, chew toys etc. ~Approximately \$3000.00
- Operation Underground Railroad (OUR) will incur all the initial costs of the ESD canine (approximately \$28,000.00) as well as annual certification of the canine handler (\$1000.00). The HRPS (using funding from the Ontario Provincial Strategy) will incur the annual expenses of approximately \$2,000.00 for travel to the annual recertification course.
- The total value of the donation over the lifespan of the dog is approximately \$61,000.00.

### **STRATEGIC MANAGEMENT ISSUES:**

The approval of this request aligns with the Service's **Strategic Plan 2024-2027**;

***Strategic Objective 3 – Improved HRPS member wellness, job satisfaction, and engagement.***

***Strategic Objective 5 – Increased enforcement and intervention in the following community-responsive policing priorities: Intimate Partner Violence, Hate Crime, Human Trafficking, Child Exploitation, Guns & Gangs/Firearms, and Road Safety***

This initiative would place the HRPS at the cutting edge of this innovative technique. Our service would be one of the first to contribute to a policing standard that will significantly enhance the Service's ability to identify, investigate and disrupt the forms of serious criminal activity that are adversely affecting the public safety and well-being of the residents of Halton Region.



# Halton Regional Police Service Public Agenda Recommendation Report

**To:** Chair and Police Board Members

**From:** Chief Stephen J. Tanner

**Subject:** MENTAL HEALTH CRISIS RESPONSE TRAINING – CAPITAL PROJECT AND LIMITED TENDERING ACQUISITION

**Report #:** P25-10-R-05

**Date:** October 30, 2025

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## RECOMMENDATION:

*"That the Halton Police Board approves the establishment of a new capital project for MHCR Training Equipment in the amount of \$410,000 funded from the Police Capital Reserve and further,*

*authorizes a Limited Tendering contract with Street Smarts VR for the provision of VR equipment and hardware not to exceed \$410,000 (including net tax) and further,*

*approves the closure of T6920A Unknown Substance Tester at \$100,000, reduction of \$600,000 from T6915A P25 Channel Addition, reduction of \$500,000 from T6888A LTE Project, and reduction of \$400,000 T6879B Body Worn Cameras and that the surplus funds of \$1,600,000 be returned to the Police Capital Reserve and the Development Charge Reserves as appropriate."*

A handwritten signature in black ink, appearing to be "S. J. Tanner".

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**Stephen J. Tanner**  
Chief of Police

:CN

## INTRODUCTION AND BACKGROUND:

In April 2024, Ontario introduced new regulations under the Community Safety and Policing Act (CSPA), mandating comprehensive mental health crisis response training for all front-line police officers. This initiative is designed to enhance officers' ability to effectively and empathetically manage situations involving individuals experiencing mental health crises.



### Training Requirements:

All sworn officers must complete the "Mental Health Crisis Response (MHCR) Education and Applied Training" program within two years of the regulation's enactment. The program is delivered by Wilfrid Laurier University, Toronto Metropolitan University, or certified trainers who have successfully completed the "MHCR Train-the-Trainer" course.

### Initial Training Requirements:

The initial training consists of three parts:

Part 1: Completion of four online modules, each with a passing grade on quizzes. (Estimated duration: 4 hours, 40 minutes), followed by one forum scenario primer module. (Estimated duration: 30 minutes)

Part 2: Participation in one in-person forum scenario. This session can accommodate multiple officers per session. (Estimated duration: 1 hour, 30 minutes)

Part 3: Completion of one in-person evaluation scenario. (Estimated duration: 20 minutes)

### **DISCUSSION / ANALYSIS:**

To conduct the Part 3 evaluation scenarios in-house, agencies have two options:

- Option 1: *Live Action* – Requires hiring actors to accurately depict the required race, gender, age, and scenario details (cost borne by the service).
- Option 2: *Virtual Reality* – Requires purchasing VR equipment from "Street Smarts VR," the sole provider authorized for MHCR scenario training.

The Service has made the decision to proceed with Option B: *Virtual Reality* and deliver in-house training by members of the Training Bureau who have successfully completed the "MHCR Train-the-Trainer" course.

There are a number of significant logistical aspects to *Live Action* training that would make this option very challenging to coordinate on a weekly basis. Where live actor scenarios will require multiple actors, a virtual reality scenario only requires 1 instructor to operate a virtual reality system in an empty room or space. In addition, the Street Smarts VR system has a feature that would allow trainers to create fully customizable training scenarios specific to the needs of the learner. Therefore, not only could the system be used for the mandated MHCR Training, but it could also be used during all cohort levels of recruit training as well as any remedial training that is needed.

**ALTERNATIVES:**

As of April 1, 2024, the MHCR is mandatory training for all officers in Ontario with required requalification training every 12 months, as outlined in the Community Safety and Policing Act (CSPA).

**FINANCIAL / HUMAN RESOURCE / LEGAL ISSUES:**

It is recommended that this initiative and the capital project be approved at this time, as awaiting approval of the 2026 Capital Budget could delay implementation and risk non-compliance with the CSPA. Through a review of current approved capital projects, we have reassessed the needs and projects can be closed and/or reduced, allowing for reallocation of reserve funds to fund this capital initiative and items in the 10 Year Capital Plan.

All sworn officers must complete the "Mental Health Crisis Response (MHCR) Education and Applied Training" program within two years of the CSPA's enactment. The program will be delivered by certified trainers (Training Unit Instructors) who have successfully completed the "MHCR Train-the-Trainer" course.

The VR equipment will be procured in 2025 and training will be completed in 2026, at an estimated cost of \$410,000 (including net tax).

The purchase of the VR goggles and hardware are tariff exempt until Oct 15, 2025, as per the *U.S. Remission Order (2025)*, which provides time-limited relief from tariffs on U.S. goods:

- imported by or on behalf of listed Canadian public or private entities in the public health, health care, public safety, and national security sectors;

It anticipated that these tariff exemptions will be extended.



# Public Agenda Report

**To:** Halton Police Board

**From:** Fred Kaustinen  
Chief Governance Officer

**Subject:** A-02 Administration of Human Resources - Policy Amendments

**Report #:** CGO-10-R-01  
October 2025

**Date:** 30

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## RECOMMENDATION:

*THAT policy A-02 Administration of Human Resources be amended as proposed.*

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## Attachments:

Proposed A-02 Administration of Human Resources (amended)

## INTRODUCTION AND BACKGROUND:

The Community Safety and Policing Act (CSPA) squarely places the authority to appoint experienced police officers, non-experienced constable and special constables with the Board, while currently prohibiting the Board from delegating this authority to the Chief of Police.

The proposed policy amendments address these appointments' requirements and otherwise update A-02 Administration of Human Resources policy to reflect the new legislation.

*Trust and Respect*

*Integrity*

*Accountability*

*Excellence*

*Teamwork*

*Justice*



**DISCUSSION / ANALYSIS:**

The key policy changes are:

- individual appointments must be requested prior to individual deployment dates;
- subject to Board approval of individual appointments, the Chair or designate shall sign each appointment certificate, on behalf of the Board; and
- no new non-experienced constables, experienced officers and special constables shall be deployed to active duty prior to their appointment by the Board.

**CONSULTATION:**

Chair Knoll, Deputy Chief Kevin Maher and IoP Advisor David Tilley were consulted extensively in the development of these proposed policy amendments.



## Policy A02

# Administration of Human Resources

Draft Revisions Proposed 30 October 2025

### Purpose

1. The Board is committed to maintaining a healthy, safe and fulfilling workplace for all members.
2. With respect to the administration of the human resources of the Halton Regional Police Service, the Chief of Police will ensure that the Halton Regional Police Service provides a work environment that maximizes employee engagement, in which all members are treated fairly with dignity and respect, and is free from discrimination, workplace harassment, workplace violence, and workplace sexual harassment.

### Requirements

3. Regarding the management of human resources, the Chief of Police shall:
  - a. establish procedures that:
    - i. clarify employment rules for members,
    - ii. address the promotion of sworn members, in compliance with the Halton Regional Police Services Board Bylaw 98-3,
    - iii. guide evaluation of civilian jobs, consistent with collective agreements;
    - iv. address the terms and conditions of job sharing,
    - v. guide the Service's response to every reported incident of workplace harassment, workplace sexual harassment and workplace violence;
  - b. acquaint all members with procedures set out above ~~in item 1 of this policy~~;
  - c. present for Board approval, with supporting data where warranted, all member hires, appointments and terminations;



- d. establish job descriptions for all positions in the Service, and guidelines for the regular review and update of all jobs within the Service;
- e. establish an orientation and onboarding program for all new employees to ensure they understand the vision and values of the Service and their role within the Service, which shall include, among other things, a review of the applicable Service Code of Conduct and the Code of Conduct established under the Police Services Act Community Safety and Policing Act (CSPA) for uniform members;
- f. ensure that all members receive training on bias-free policing, unconscious or implicit bias in the workplace, diversity, inclusion, workplace safety, and human rights, as required by the CSPA and HRPS Directives;
- g. ensure members are prepared to perform their duties effectively and safely in accordance with the CSPA, Board policies, provincial Adequacy Standards, and the Law and HRPS Directives;
- h. implement and maintain a performance appraisal system to define performance expectations, assess work performance and guide the development of all members of the police service;
- i. establish a Fit for Duty Assessment Program by which the Service can, in good faith, evaluate a member's/volunteer's fitness for duty and provide reasonable assurance that members/volunteers have the capacity and ability to competently and safely perform the duties of their position, and as such do not pose a safety or security risk;
- j. establish an organizational wellness program;
- k. establish a formal Return to Work Program to assist members who are temporarily or permanently disabled as a result of a bona fide injury/illness/disease and to accommodate members with disabilities in accordance with the Ontario Human Rights Code;
- l. comply with the provisions of the Ontario Human Rights Code, the Occupational Health and Safety Act, the Pay Equity Act, and any other applicable employment legislation;
- m. ensure organizational compliance with all aspects of the Collective Agreements and Deputies' Contracts executives' contracts;



- n. establish pandemic vaccination and related procedures to safeguard all members, in consideration of current public health guidelines and directives.;
- o. establish directives regarding the “Disconnecting from work” for civilian members when not on duty or on-call, clearly articulating the right not to engage in work-related communications, including emails, telephone calls, video calls or the sending or reviewing of other messages, so as to be free from the performance of work outside working hours; and
- p. report to the Board on a semi-annual basis regarding the disposition of public and internal complaints, and any subsequent remedial action where applicable.

4. Regarding police officer and special constable appointments:

a. the Chief of Police shall:

- i. recommend each **new non-experienced constable** for Board appointment as an HRPS constable, in advance of their stated deployment date,
- ii. recommend each **new experienced officer** for Board appointment as an HRPS officer, in advance of their stated deployment date; and
- iii. recommend each **new special constable** for Board appointment as an HRPS special constable, in advance of their stated deployment date;

b. the Board shall duly consider all proposed appointments of new non-experienced constables, experienced officers and special constables, and approve those appointments it deems appropriate; and

c. the Chair or designate shall sign the appointment certificate for each new non-experienced constable, experienced officer and special constable, on behalf of the Board.

5. No new non-experienced constables, experienced officers and special constables shall be deployed to active duty prior to their appointment by the Board.

## Monitoring and Reporting Requirements





6. The Chief of Police shall notify the Chair and the Board in writing at the earliest opportunity Board meeting of any material deviation from this policy, or any substantive activities or trends worthy of immediate Board awareness.



**References:**

- [Community Safety and Policing Act 2019](#)
- Ontario Human Rights Code Police Services Act
- [General Adequacy Standard Regulation](#)
- Employment Standards Act 2000
- Pay Equity Act Occupational Health and Safety Act
- Working for Workers Act 2021
- [Current Collective Agreements and Employment Contracts](#)



# Public Agenda Recommendation Report

**To:** Halton Police Board

**From:** Jessica Warren  
Manager of Board  
Operations

**Subject:** Employee Engagement Survey

**Report #:** PBM-10-R-02  
2025

**Date:** 30 October

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## RECOMMENDATION:

1. *"THAT the Halton Police Board approve the Request for Proposal (RFP) submitted by Forum Research for the implementation of an Employee Engagement Survey, in the amount of \$11,255; and*
2. *THAT the Board authorize Board staff to collaborate with Forum Research to initiate the process of conducting the survey, ensuring all necessary steps are taken to launch and administer the engagement survey in a timely and efficient manner."*

The Board conducted a straw poll vote on October 3, 2025 on the above motion and it was carried.

## INTRODUCTION AND BACKGROUND:

At the June 26, 2025 meeting the Board passed the following motion:

*"WHEREAS the Halton Police Board recognizes the value of understanding employee perspectives to inform strategic planning and foster a culture of transparency, wellness, and continuous improvement;*

*WHEREAS employee engagement surveys are an established tool for assessing workplace culture, morale, and organizational effectiveness;*

*AND WHEREAS, the 2024-2027 HRPS Strategic Plan strives for Improved HRPS member wellness, job satisfaction, and engagement;*

**NOW THEREFORE BE IT RESOLVED THAT:**

1. *The Halton Police Board authorizes the development and administration of an employee engagement survey of all sworn and civilian members of the Halton Regional Police Service to be conducted in the fall of 2025;*
2. *Board staff be directed to issue a Request for Proposals (RFP) to procure the services of a qualified and experienced public opinion research firm to support the design, delivery, and analysis of the survey;*
3. *The Board shall consult with the Chief of Police, the Halton Regional Police Association, and the Halton Regional Police Senior Officers Association during the development of the survey instrument to ensure the survey questions are relevant, respectful, and appropriately representative of the organization's diverse membership."*

**DISCUSSION AND BACKGROUND:**

Following the public issuance of a Request for Proposal (RFP) for survey services in July 2025, the Board received 36 proposals by the September 4, 2025 deadline.

A thorough evaluation was conducted by the Board Chair, Chief Governance Officer, and Manager of Board Operations, resulting in the selection of Forum Research as the most suitable vendor based on their alignment with our specific requirements, timeline, and budget.

Forum Research, a full-service market research firm with over 30 years of experience in the public and municipal sectors, is now engaged in planning meetings overseen by the Manager of Board Operations.

Throughout the project, we will consult with the Chief, HRPAA and the Senior Officers Association for their input. The target administration date for the survey is January 2026.

**FINANCIAL / HUMAN RESOURCE / LEGAL ISSUES:**

The cost of the survey is \$11,255, and the Executive Director of Human Resources has been consulted.



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**Jessica Warren**  
**Manager of Board Operations**





# Public Agenda Recommendation Report

**To:** Halton Police Board **From:** Chair Jeff Knoll

**Subject:** Halton Regional Council Resolution re: Supporting the Use of Automated Technology to Address Traffic Safety Concerns

**Report #:** PBM-10-R-03 **Date:** 30 October 2025

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## RECOMMENDATION:

*"THAT the Halton Police Board endorse the Halton Regional Council Resolution re: Supporting the Use of Automated Technology to Address Traffic Safety Concerns".*

## INTRODUCTION AND BACKGROUND:

At the Halton Regional Council meeting of October 22, 2025 Council passed the following resolution:

*"WHEREAS traffic and road safety remain a top concern among Halton Region residents, particularly in designated Community Safety Zones and in areas including school zones, playgrounds, and seniors centres, where vulnerable individuals are regularly present;*

*AND WHEREAS Halton Region's 2024 Transportation Progress Report highlights a rise in traffic volumes and collision rates, reinforcing the need for proactive safety measures;*

*AND WHEREAS the Region's Comprehensive Road Safety Action Plan (CROSAP) and Drive SAFE (Safety Awareness for Everyone) initiative emphasize the importance of datadriven, technology-enabled solutions to improve safety for all road users;*

*AND WHEREAS while Community Safety Zones are designated to protect vulnerable road users like pedestrians and cyclists by reducing speeding, the use of automated traffic safety technology remains important where slowing down vehicles saves lives and prevents serious injuries;*

*AND WHEREAS automated traffic safety technologies—including but not limited to speed detection and feedback systems, red light cameras, and traffic monitoring—have proven to be effective in reducing speeding, improving compliance with posted speed limits and the Highway Traffic Act, and enhancing enforcement efficiency in municipalities including Halton Region;*

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*AND WHEREAS Halton Region participates in the Provincial Red Light Camera Program, which has demonstrated measurable success in improving intersection safety resulting in a 27% overall reduction in right-angle collisions at signalized intersections since 2017 across all red light camera locations within Halton Region;*

*AND WHEREAS the Ontario Association of Chiefs of Police recognize automated technology as an important, effective, efficient, and non-discriminatory tool to reduce speeding, collisions and fatalities;*

*AND WHEREAS fines collected through automated enforcement programs can be reinvested into traffic calming and safety initiatives, creating a sustainable funding model for road safety improvements.*

*NOW THEREFORE BE IT RESOLVED:*

*THAT Halton Regional Council supports the continued use of automated traffic safety technology in Community Safety Zones and other high-risk areas across the Region;*

*THAT Halton Regional Council endorses the letter from the Ontario Big City Mayors' Caucus to the Premier of Ontario re: Implementation of Automated Speed Enforcement (ASE) cameras dated October 21, 2025;*

*THAT Halton Region requests the Province of Ontario continue to enable municipalities to deploy automated traffic safety technologies as a tool to enhance road safety, improve compliance with posted speed limits and the Highway Traffic Act and protect vulnerable road users and that the Province consult meaningfully with municipalities, police services and AMO, OBCM, and MARCO prior to any legislative changes;*

*AND THAT a copy of this resolution be sent to the Premier of Ontario, the Minister of Transportation, the Minister of Municipal Affairs and Housing, the Association of Municipalities of Ontario, Ontario's Big City Mayors, Mayors and Regional Chairs of Ontario, the Federation of Canadian Municipalities, Halton's MPs and MPPs, Halton's Local Municipalities, the Halton Regional Police Service, the Halton Regional Police Service Board and the Ontario Provincial Police."*



### Action Registry – Public Section

| Motion Date | Motion ID | Motion                                                                                                                                                     | Task Assigned To | Scheduled Completion | Status/Comments |
|-------------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------------|-----------------|
| 26 Jun 25   | 2.2       | <i>THAT the Annual Report policy be updated.</i>                                                                                                           | CGO              | Oct                  |                 |
| 25 Sep 25   | 8         | <i>“THAT the Chief and CGO each report on HRPS and Board progress on new CSPA requirements and implementation, respectively, at the November meeting.”</i> | Chief<br>CGO     | Nov                  |                 |



## Monthly Correspondence List – October 2025

Below is the list of Correspondence to the Halton Police Board received during the past month. Copies of the documents are available through the Board's online portal. Please contact the Board Secretary for further information.

| <u>No.</u> | <u>Title</u>                                                                                                                | <u>Date Received</u>      |
|------------|-----------------------------------------------------------------------------------------------------------------------------|---------------------------|
| <u>1</u>   | <u>Inspector General Memo #7: Release of the Inspectorate of Policing's Risk Based Compliance and Enforcement Framework</u> | <u>September 25, 2025</u> |
| <u>2</u>   | <u>IoP Complaint Number: 25-276 and 25-307- Chair Knoll</u>                                                                 | <u>October 22, 2025</u>   |